UNDP Nepal
Country Programme Document (CPD) 2018-2022
Mid-Term Review

Report

Timeframe of the evaluation: 2018-2020

Date: December 16, 2020

Evaluators

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Programme Information	
Programme title	UNDP Nepal Country Programme Document (CPD) 2018-2022
Atlas ID	Not Applicable
Corporate outcome and output	**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.** Output 1.1. Policy, institutional and capacity development solutions lead to improved disaster and climate resilient livelihoods, productive employment and increased productivity in rural areas. Output 1.2. Municipalities adopt disaster and climate-resilient urban policies that promote access to safe and decent employment and income opportunities for vulnerable groups Output 1.3. Improved national capacities in planning, monitoring, financing and reporting on 2030 agenda. **Outcome 2: By 2022, inclusive, democratic, accountable and transparent institutions are further strengthened towards ensuring rule of law, social justice and human rights for all particularly for vulnerable people.** Output 2.1. 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. Output 2.2. Systems, procedures and capacities of government institutions at subnational level in place for service delivery in an inclusive, transparent and accountable manner. Output 2.3 Civic space for engagement, voice and participation of youth, women and vulnerable groups broadened at all levels. Output 2.4. Justice sector institutions strengthened in accordance with the constitution and human rights standards to ensure greater access to justice. **Outcome 3: By 2022, environmental management, sustainable recovery and reconstruction, and resilience to climate change and natural disaster are strengthened at all levels.** Output 3.1. Understanding and knowledge on environment, climate change adaptation and disaster risk reduction enhanced at national, subnational and community levels to make development risk-informed Output 3.2. Policy and institutional mechanisms strengthened for integrating gender responsive CCA/DRR and environment management in national and key sector's development planning. Output 3.3. Mechanisms in place to enable the Government and private sector to increase investment in CCA/DRR, recovery and environment management. Output 3.4. Capacities of subnational governments and communities strengthened for effective preparedness and response, environment management, CCA/DRR. Output 3.5. Improved capacities of communities and government for resilient recovery and reconstruction.

Country	Nepal	
Region	Asia and the Pacific	
Date Country Programme Document signed	September 2017	
CPD dates	**Start**	**Planned end**
	2018	2022
CPD budget	209.83 million USD ($)	
Resource mobilized at the time of review	69.64 million USD ($)	
Funding source	Regular and Other Resources	
Implementing party	GoN Line Ministries and UNDP	

Evaluation information		
Evaluation type	Country Programme	
Final/Midterm/Other	Mid-term review	
Period under evaluation	**Start**	**End**
	2018	2020
Evaluators	Team Leader: Ms. Lilit V. Melikyan Team Members: Mr. Raghav Raj Regmi | Ms. Sunaina Sharma	
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Evaluation dates	**Start**	**Completion**
	September 15, 2020	December 15, 2020

Acknowledgements

Contents

LIST OF TABLES

LIST OF FIGURES

LIST OF BOXES

ABBREVIATIONS

A2J	Access to Justice
ADB	Asian Development Bank
AEPC	Alternative Energy Promotion Centre
AIMS	Aid Information Management System
ASIN	Accelerating Implementation of SDGs in Nepal
BER	Biodiversity Expenditure Review
BFP	Biodiversity Finance Plan
BIOFIN	Biodiversity Finance Initiative
CBDRMPs	Community Based Disaster Risk Management Plans
CBOs	Community Based Organizations
CBS	Central Bureau of Statistics
CC	Climate Change
CCA	Climate Change Adaptation
CDRMP	Comprehensive Disaster Risk Management Programme
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CF	Climate Finance
CFN	Climate Finance Network
CILRP	Community Infrastructure and Livelihood Recovery Program
CMDP	Cooperative Management Development Program
CO	Country Office
COVID 19	Corona Virus Disease 19
CPD	Country Program Document
CRM	Climate Resilient Management
CSO	Civil Society Organizations
CTEVT	Council for Technical Education and Vocational Training
DAC	Development Assistance Committee
DFAT	Department of Foreign Affairs and Trade
DFID	Department for International Development
DIM	Direct Implementation Modality
DIMS	Disaster Information Management System
DoH/M	Department of Hydrology/Meteorology
DP	Development Partner
DRR	Disaster Risk Reduction
DRM	Disaster Risk Management
DRRM	Disaster Risk Reduction Management
ECN	Election Commission Nepal
EDFC	Effective Development and Financing Coordination
eBPS	Electronic building permits' system
EFLG	Environment-Friendly Local Government
EIB	European Investment Bank
EOC	Emergency Operation Center
EPRER	Emergency Preparedness and Response and Early Recovery
ER	Early Recovery
ESP	Electoral Support Project
EU	European Union
EWS	Early Warning System
FAO	Food and Agriculture Organization
FCNA	Federalism Capacity Needs Assessment
FNA	Finance Needs Assessment
FPSN	Facilitating the Pursuit of Sustainable Development Goals in Nepal
GARD	Get Airports Ready for Disaster
GAVI	Global Alliance for Vaccines and Immunization
GBV	Gender Based Violence
GCF	Green Climate Fund
GDP	Gross Domestic Product
GEF	Global Environment Facility
GESI	Gender Equality and Social Inclusion
GFATM	Global Fund to Fight HIV AIDS, Tuberculosis and Malaria
GHG	Greenhouse Gas
GLOF	Glacial Lake Outburst Floods
GNI	Gross National Income
GoI	Government of India
GoN	Government of Nepal
GRB	Gender Responsive Budgeting
HDI	Human Development Index
HLPF	High-Level Political Forum
HR	Human Rights
ICCPR	International Covenant on Civil and Political Rights

ICESCR	International Covenant on Economic, Social, and Cultural Rights
ICPR	Independent Country Program Review
ICRM	Integrated Climate Risk Management
IDA	International Development Association
IFAD	International Fund for Agricultural Development
IFC	International Finance Cooperation
IFIs	International Finance Institutions
ILO	International Labour Organization
IMF	International Monetary Fund
INC	Indigenous Nationalities Commission
IOM	International Organization For Migration
IT	Information Technology
JICA	Japan International Cooperation Agency
KFAED	Kuwait Fund for Arab Economic Development
KII	Key Informants Interview
KOICA	Korea International Cooperation Agency
KVDA	Kathmandu Valley Development Authority
LAPA	Local Adaptation Plan of Action
LDC	Least Developed Country
LDCF	Least Developed Countries Fund
LEDS	Low Carbon Economic Development Strategy
LGA	Local Governance Act
LG	Local government
LGCDP	Local Governance and Community Development Programme
LGI	Local Government Institution
LNOB	Leaving No One Behind
LUP	Land Use Policy
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
ME	Micro-entrepreneur
MED	Micro Enterprise Development
MEDEP	Micro-Enterprise Development Program
MEDPA	Microenterprise Development for Poverty Alleviation
MEL	Monitoring, Evaluation and Learning
MIC	Middle-Income Country
Mil	Million
MIS	Management Information System
MoALD	Ministry of Agriculture and Livestock Development
MoALC	Ministry of Agriculture, Land and Cooperative
MoEST	Ministry of Education, Science and Technology
MoEWRI	Ministry of Energy, Water Resources and Irrigation
MoF	Ministry of Finance
MoFAGA	Ministry of Federal Affairs and General Administration
MoFE	Ministry of Forest and Environment
MoFALD	Ministry of Federal Affairs and Local Development
MoHA	Ministry of Home Affairs
MoICA	Ministry of Industry, Commerce and Supplies
MoLJPA	Ministry of Law, Justice and Parliamentarian Affairs
MoUD	Ministry of Urban Development
MTE	Mid Term Evaluation
MTR	Mid-term Review
NAP	National Adaptation Plan
NASC	National Administrative Staff College
NBA	Nepal Bar Association
NBC	National Building Codes
NCCSP	National Climate Change Support Programme
NCCS	National Climate Change Strategy
NDC	Nationally Determined Contribution
NDF	Nordic Development Fund
NDRRMA	National Disaster Risk Reduction and Management Authority
NHRC	National Human Rights Commission
NIM	National Implementation Modality
NPC	National Planning Commission
NPDs	National Project Directors
NPMs	National Project Managers
NRA	National Reconstruction Authority
NRREP	National Renewable Rural Energy Programme
NWC	National Women Commission
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
OFID	OPEC Fund for International Development

OGP	Open Government Partnership
ONDP	Online National Data Portal
PA	Program Advisor
PFM	Public Finance Management
PIR	Policy and Institutional Review
PLG	Provincial and Local government
PLGSP	Provincial and Local Governance Support Programme
PM	Portfolio Manager
PMSU	Program Management Support Unit
PPP	Public-Private Partnership
PSP	Parliament Support Project
PWD	Persons with Disabilities
RBAP	Regional Bureau of Asia and Pacific
RBM	Results Based Management
RE	Renewable Energy
RERL	Renewable Energy for Rural Livelihood
RES	Renewable Energy Sources
RM	Resource Mobilization
ROAR	Results-Oriented Annual Reports
RRF	Results and Resource Framework
RTI	Right to Information
RSLUP	Risk Sensitive Land Use Planning
SAARC	South Asian Association for Regional Cooperation
SDC	Swiss Agency for Development Cooperation
SDG	Sustainable Development Goals
SFDRR	Sendai Framework for Disaster Risk Reduction
SKILLS	Support to Knowledge and Lifelong Learning Skills
SME	Small and Medium Enterprise
SNL	Subnational Level
SOP	Standard Operating Procedure
SPSP	Strategic Plan Support Project
SSC	South-South Cooperation
TA	Technical Assistance
TJP	Transitional justice Project
ToC	Theory of change
ToR	Terms of Reference
TU-CDES	Tribhuvan University Central Department of Environmental Sciences
TEVT	Technical Education and Vocational Training
UDHR	Universal Declaration of Human Rights
UN Habitat	United Nations Program for Human Settlements and Sustainable Urban Development
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNAIDS	United Nations Program on HIV/AIDS
UNCDF	United Nations Capital Development Fund
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
UNESCAP	United Nations Economic and Social Commission for Asia and Pacific
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNODC	United Nation Office of Drugs and Crime
UNOHCHR	United Nations High Commissioner for Human Rights
UNOPS	United Nations Office for Project Services
UNRC	UN Resident Coordinator
UNRCO	United Nation Resident Coordination Office
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNV	United National Volunteer
US$	United States Dollar
USAID	United States Agency for International Development
VCA	Vulnerability Capacity Assessment
VCDP	Value Chain Development Program
VDCs	Village Development Committees
VNR	Voluntary National Review
WASH	Water Supply, Sanitation and Hygiene
WB	World Bank
WFP	World Food Program
WHO	World Health Organization

EXECUTIVE SUMMARY

United Nations Development Programme (UNDP) Country Program Document (CPD) for Nepal 2018-2022 was approved and adopted by the UNDP Executive Board in 2018. 2020 marks its mid-point of implementation. Therefore, the UNDP Nepal Country Office (CO) called for a mid-term review (MTR)to take stock of the progress and challenges to date, to inform any course corrections, and to ensure the CPD makes the intended contribution to the development results. This was important especially in the context of changes that took place since its inception, including the implementation of the new Constitution and federalization of the country, localization of the Sustainable Development Goals (SDGs), UN reform, the shifting donor landscape, and the COVID 19 pandemic. The MTR was expected also to provide early input into the design of the next CPD in light of these new realities. CO and the Government of Nepal (GoN) are the primary audiences for the MTR. Contributing to the Nepal United Nations Development Assistance Framework (UNDAF) 2018-2022, the CPD articulates UNDP's work in three (3) key areas: (a) inclusive economic growth; (b) democratic governance, rule of law and human rights; and (c) resilience, disaster risk reduction (DRR) and climate change (CC); with the promotion of gender equality, women's empowerment, social inclusion, and partnership building as cross-cutting themes. The program had 28 projects in the first half, of which 24 are still active, and 4 have since been closed. Twelve (12) projects are nationally implemented (NIM) and sixteen are directly implemented (DIM) by the CO. The CPD estimated resource envelope was US$209,83 million at the time of its design and approval.

The MTR follows the revised Organization for Economic Cooperation and Development (OECD) Development-Assistance Committee (DAC)) evaluation criteria of Relevance, Coherence, Efficiency, Effectiveness and Sustainability. Triangulation of the information from desk review and key informant interviews (97 interviewees) combined with contribution analysis was the main methodology. The remote interviews implied limitations, with not interviewing beneficiary households as the main one.

RELEVANCE Formulated following participatory consultations, the CPD is in line with UNDAF, has SDG Agenda 2030 as its overarching reference, and is relevant to the priorities of Nepal (e.g., the 14th and 15th Periodic Development Plans), the new Constitution and federalization. It was *relevant in its intended focus on the three (3) most vulnerable provinces* (Far-West, Karnali, and Province 2). The CPD is found to be *relevant for poverty alleviation/inclusive economic growth* (with this also addressing social cohesion), contributing to this with (a) a focus on employment creation and income generation with microenterprise (ME) development, increasing productivity in agriculture by value chain development (VCD) in fresh farm products, and improved market access by the farmer producers and (b) post-earthquake reconstruction of community infrastructure. The review found that these are being supported with policy level engagement more, along with the assistance to the GoN with aid management, which was, in itself, relevant. In the next CPD (and perhaps already starting under this CPD), UNDP could consider engaging in the social sector more explicitly, supporting reforms in social security and social and health insurance, and alike*.* The need for this was highlighted by the COVID crisis*.* The CPD, interventions in support of *democratic governance and rule of law and human rights were relevant, covering*, rightly – in the context of the federalism and 2017 elections per the new Constitution– aimed to address the need for (a) enabling policy and legislative environment, institutional system and capacity building at the subnational level (SNL), (b) better policy and legislative reforms at the federal level to align with the federalized modality, (c) free and fair elections, building more effective parliamentary systems, (d) strengthened justice sector with increased access by the marginalized and vulnerable groups, and (e) strengthened institutional systems and capacities in human rights. The high disaster and climate risks' profile of the country underpin the relevance of

the engagement in *the Resilience, DRR and CC portfolio*. The more focus on disaster risk management (DRM) compared to addressing CC risks at the start was relevant post- earthquake 2015, but to stay relevant needs to be swapped. Supporting the shift from disaster response to preparedness, gradually focusing more on the subnational level (SNL) was very relevant, given the large need for SNL capacity building in DRM, with systems, guides and training. Under climate subtheme, the focus on adaptation could have been of even higher relevance if the support at the local level, with adaptation plans was coupled with a larger engagement at policy level. There is a move to support integrated local DRM and climate change adaptation (CCA) plans (as opposed to previously supported separate plans): this is important and needs a more consistent approach. There is a limited, but important engagement in climate finance (CF), focusing on capacity building and accreditation, and here too, a more substantive engagement at the policy level (beyond the CF Framework) would strengthen the relevance. The engagement in biodiversity is very limited (with the financing approaches only, under the regional Biodiversity Finance Initiative (BIOFIN)). There were limited initiatives related to Climate Change Mitigation (CCM) – mainly with the revision of the Nationally Determined Contributions (NDC), supporting rural energy access with solar energy and support for e-permits system to enhance the adherence to building codes. COVID 19 highlighted the need to accentuate the green recovery going forward, with cleaner air and better protection and use of ecosystems. Guided by the priority of leaving no one behind (LNOB), the *promotion of GESI with a human -rights based approach*, *was very relevant* given the diverse and uneven context in the country reaching the vulnerable and youth, supporting gender equality and women's empowerment. The CPD was, however, overly ambitious in terms of its resource mobilization targets, and this stemmed from the (a) underestimation of the challenges of federalization with an overly optimistic expectation of the ease of allocation of SNL government funding; (b) underestimation of the likelihood for the reduction of development funding locally, due to the uncertainties related to federalization; (c) shifting donor landscape after the 2015 earthquake (with the dominating earthquake related Official development Assistance (ODA) at the start which diminished later, with some donors also changing funding modalities and/or preferring direct implementation and (d) the lack of the sight of the ongoing at the CPD conception UN reform, with cuts to staff numbers, which then happened at UNDP CO.

COHERENCE. The CPD is overall coherent with other development programs in the country, including those under the other UN agencies. The coordination could be more in- depth however, and here the GoN input/lead for coordination could also be better

EFFICIENCY.

Resource mobilization (RM) has proved to be challenging. The CO planned to mobilize US$ 177 million from third parties, of which US$139.5 million are yet to be mobilized during 2021- 2022. While this was affected by the changing development landscape and Government co-funding challenges (with the reluctance of the GoN to engage in off- budget mode under the National Implementation Modality (NIM) projects (related to its Development Cooperation Policy) with the preference for budget support), the enhancement of the CO capacity in Resource mobilization (RM) could be part of the strategy to address this challenge, along with an improved communication with the GoN the donors and development partners (DPs). There is a positive dynamic in government resource allocation, e.g., with the government funded Technical Assistance to federalism programme, and it is important to build on this. On the backdrop of resource constraints, UNDP displayed strong adaptive management, adjusting the interventions in response to COVID in particular. The delivery on time was affected by the challenges of federalization, with weak SNL governments, and COVID.

EFFECTIVENESS. UNDP had important contribution to the development objectives of the country, including SDGs (to 4 of the CPD outcome indicators out of 6 so far) related to poverty reduction, human rights, and reduced human and economic losses due to disasters. The CO can be commended with being on track for half of the output indicators of the CPD given that (a) it was operating on the third of the planned budget and (b) at least some of the reasons for the rest being at risk or off track are external (COVID and limited institutional capacity of of the SNL governments in the context of federalization), Having said that, no/late mobilization of resources for several indicators were also among the reasons. As part of the course correction at mid- point it is important for the CO to prioritise the work.

- Under the *Inclusive Economic growth portfolio* 4 out of 7 output indicators are on track, one at risk and 2 off track. UNDP made significant progress with (a) post- earthquake restoration of productive community infrastructure and (b) revitalizing the economic activities at household level under VCD and market development support through cooperatives, creating jobs and enhancing the household level income generation potential, with the Micro-Enterprise Development Program (MEDEP) playing an instrumental role in institutionalization of Microenterprise Development for Poverty Alleviation (MEDPA)- Technical Assistance (TA) at SNL. SDG localization, monitoring and financing frameworks, as well as the policy, processes and instruments for ODA management are put into practice successfully at National Planning Commission (NPC) and Ministry of Finance (MoF);

- Half of the output indicators under *democratic governance, rule of law and human rights portfolio* are on track, with a quarter each at risk and off-track mainly due to late start of the Provincial and Local Governance Support Programme (PLGSP)-TA), affected by COVID19. By the end of 2020 most of the projects under this portfolio are ending, and some are running on additional UNDP internal sources. New projects for election and human rights' support and PLGSP are expected by mid-2021. The formation of parliamentary committee on sustainable development in the upper house, which supported the review of more than 42 bills, the policy for comprehensive legal aid for women and the most vulnerable, and the increased compliance (80 percent) with the Universal Periodic Review (UPR) recommendations on human rights by the government are some of the remarkable achievements. *S*upporting elections, human rights, access to justice (A2J), and strengthening parliamentary functions both at national and provincial level (with policy and management instruments), working in alignment with the strategic plans and priorities of the partner agencies were highly valued by the respective partners, but the view of the 'PLGSP as the one window solution' for federalism, with unclear partnership modality for all levels of the government, and DPs is a risk. UNDP is viewed as a trusted partner by the GoN for addressing the vast capacity building needs at all levels of the government, but with multiple agencies engaged with small interventions in 'Federalism", keeping coherence is a challenge; and

- Under *resilience, DRR and CC. portfolio,* the third of indicators are on track, and the rest - off -track or at risk. UNDP successfully supported (a) post-earthquake reconstruction, with the principle of building back better (completed now) and (b) the move from disaster response to preparedness with policies (the National Policy and Strategic Action Plan for DRR and subsequent support to all 7 provincial governments and over 12 lead municipalities on formulation of similar provincial and municipal level DRR policies and Strategic Action plans); systems (Disaster Information management System (DIMS)), plans (like local DRM and adaptation plans), and institution- building (e.g. the establishment of the National Disaster

Risk Reduction Management Authority (NDRRMA), and Emergency Operation Centres (EOCs) network, etc. UNDP brought transformational changes in thinking about rural and decentralised Renewable Energy (RE) in Nepal in partnership with the private sector and banks. The development and start of mainstreaming of Framework on Climate Financing, as well as local accreditation for CF were important milestones. No activities are present as yet to address the risks of Persistent organic pollutants (POPs), and ecosystem management, due no not mobilizing the resources as yet, and the same is the case in terms of addressing the risks of urbanization (except with Risk Sensitive Land Use Plans (RSLUPs)). Two new projects will start om 2021 (a) on watersheds and (b) on urban and healthcare waste management. And there are promising proposals in the pipeline. These will help addressing green Post COVID recovery, especially if further supported with activities along the water-energy-food nexus/circular economy under CCA. Piloting innovative adaptation technologies should be coupled with supporting knowledge dissemination across the country by the GoN.

SUSTAINABILITY: UNDP program had some of the main building blocks for sustainability, namely: (a) working both at policy and implementation levels, (b) often investing heavily in capacity building of both the government agencies at all three levels and the households, (c) often using the local institutions to deliver training, etc. The CO could do better in terms of having well-designed sustainability plans upfront, consistently for all the projects. The absorptive capacity of the municipalities (human and financial) in the context of multiple local development plans and ambitious institutionalization of MEDPA, and the capacity gaps in the sector of justice and human rights (e.g., of the local level judicial committees) are risk factors and need more attention. The capacity gaps at the federal level in some areas (e.g., elections, ODA management and SDG localization) are also risk factors.

CROSS-CUTTING: There are many examples of prioritizing the vulnerable groups, women and youth under the DRM and response, access to affordable electricity, capacity building for cooperatives and VCD, support for MEs, etc. A consistent approach across all the projects would strengthen the performance further. Importantly, _GESI_ was mainstreamed with UNDP support in a number of government programs, strategies and systems, e.g., in the approach paper for the 15th Periodic Plan; the National Disaster Response Framework, National Relief Standard and Guidelines; Climate finance framework, etc. Similarly, gender equality concerns were addressed successfully, e.g., with supporting women's decision-making roles as elected government representatives at SNL, in cooperatives, and construction committees. UNDP has contributed to fighting gender-based violence (GBV), promoting the rights of sexual and gender minorities (jointly with partner UN agencies) and persons with disabilities (and their social protection), among others. UNDP supported the partnering GoN agencies with GESI strategies/plans, but this will benefit from more focus. With only few examples of _cooperating with private sector_, there could be more engagement, via reaching them through associations and corporate foundations as entry points. UNDP has partnered with _the Civil Society Organizations (CSOs) and academia,_ but this could be more in-depth and not as one-off, often contractual engagements. On the broader communications front, UNDP has produced a large number of _knowledge products_, e.g., the National Human Development reports (NHDRs), Development Advocate Magazineand SDG reports, research products (e.g., to better identify the situation of marginalized groups that guides and provides policy advice) news reports, TV/video series and stories about UNDP's works in Nepal, etc. These could benefit from a better targeted distribution.

KEY LESSONS LEARNT AND RECOMMENDATIONS: CPD formulation should be based on better political-economy analysis (of driving forces and anticipated challenges), analysis of funding landscape, and

own capacity to deliver. Managing partnership with local as well as national government institutions needs more strategic approach. The entry points, UNDP niches and scale of engagement need better consideration.

	RECOMMENDATIONS
1	Strengthen (a) the programmatic footprint with more coherence, with Portfolio Managers, Program Advisors and Field offices (FOs) working together with less silos, including with the same reporting lines; (b) the RM function, with, potentially, a separate RM staff; (c) RM and coordinating role for the FOs. Enhance the environment for addressing the silos with projects' databases/ e-portals
2	Enhance the implementation of the Partnership and Communication Action Plan. In particular, i) revitalize communications and coordination with traditional donors and long-time partners going beyond regular reporting and formal participation in coordination meetings, ii) be more specific and generous in the case of visibility of the donor partners, iii) agree on models of collaboration at SNL helping them to formulate their demands for development; (iv) ensure that the links between DRM/CCA and governance /rule of law on one hand and poverty reduction on the other of UNDP operations are articulated better in the outreach materials; (v) ensure better targeted distribution of knowledge products as well as project updates (the latter – with one-pager summaries, and (vi) ensure that planned communication activities are implemented by the GoN counterparts for the NIM projects (e.g. with formal agreements).
3	Improve the UNDP Country Office (CO) Monitoring, Evaluation and Learning (MEL) with (a) a revised Theory of change (TOC) for the CPD, (b) enhanced capturing of lessons learned for the long-standing programs and pilot initiatives (as well as capturing of portfolio level lessons learnt), (c) revised CPD output indicators to capture the institution building/policy level results under the inclusive economic growth, and (d) improved projects' Progress reports, showing contributions to CPD indicators/SDGs.
4	For the democratic governance, rule of law and human rights portfolio focus on; i) capacity building of provincial planning commissions over and above the current engagement, ii) expanding the institutional system- and capacity- building support for the new constitutional rights commissions and iii) supporting the justice sector key institutions like the 'constitutional bench' at federal level, and the judicial committees at local level.
5	Support SNL with measures aimed at building up the transparency of their operations (e.g., with participatory monitoring mechanisms) and accountability (e.g., promoting right to information) with the development of institutional mechanisms; this will also enlarge the civic engagement in local governance.
6	Conduct an in-depth analysis of the potential, strengths and risk factors of the Cooperatives sector and VCD. Adopt a strategic approach for the 'next flagship intervention(s)' in inclusive Economic Growth of a 'game changer nature' for this (as well as TEVT). Using the footings of MEDEP upgrade the level of interventions, supporting Small and Medium Size enterprises (SMEs) together with private banks, national microfinance institutions and government (with a potential 'Champion' institution from the latter).
7	Engage in social sector in next 2 years in the light of COVID/post-COVID, with for example, supporting reforms in social safety nets, social security programs. Going forward, in the next CPD engage in social and health insurance, active labour market policies, and alike if there is GoN demand
8	In the next 2 years (a) shift the focus from DRR (but continuing to support SNL governments (with integrated DRM and CCA plans, guides, DIMS) and NDRRMA (with risk governance)) to addressing Climate Change risks and green recovery. In addressing climate change, play a more active role in policy advice in CCA, CCM and CF. Support green recovery with cleaner air quality (with aggressive resource mobilization for POPs and engagement in clean cooking), effective waste management (with the upcoming urban and healthcare waste management projects), access to renewable energy in urban areas (as planned), enhanced biodiversity protection, as well as promotion of circular economy/water-energy-food linkages. Support the GoN spread the knowledge from the pilots.
9	Ensure regular strategic and thematic interface with the CSOs, academia and private sector from alliance building perspective. It could be through consultative (thematic) platforms with participation of prominent think tanks and experts: that will help UNDP to be better informed of the 'development environment' and help with advocacy on specific issues. With the private sector, engage also with 'corporate foundations' from RM perspective.
10	Ensure that GESI is considered in all interventions consistently, and support this with corresponding formally approved guides and procedures. Make GESI related reporting more comprehensive and visible in various project reports as well as at country level. Supporting local governments in designing and implementing explicit GESI projects in association with local Civil Society Organizations (CSOs) and consider working with private sector and academia on human rights and GESI.

1. INTRODUCTION

United Nations Development Program (UNDP) Nepal Country Program Document (CPD) 2018-2022 has entered the mid-point of its implementation in 2020. This milestone calls for a mid-term review (MTR) to (see Annex 1: TOR):

- take stock of achievements, progress, and challenges of UNDP's development assistance across the major thematic and cross-cutting areas of United Nations Development Assistance Framework (UNDAF) and the national development priorities;
- review the level of ambition of the original estimates of the CPD funding requirements; and
- inform course corrections as warranted and adaptive approaches to ensure the CPD makes the intended impact and contributes to the overall development results

Plus, important events have taken place since its inception, including the implementation of the new Constitution and federalization of the country, localization of the Sustainable Development Goals (SDGs), UN reform, the shifting donor landscape, and the COVID 19 pandemic. So, the MTR is perceived as needed also to highlight the need for the next CPD to address these new realities, with the preparations already at this stage. UNDP Country Office (CO and the Government of Nepal (GoN) are the primary audience of the evaluations. The report follows the following outline:

- Chapter 2 describes UNDP CPD in brief;
- Chapter 3: describes the MTR Scope and Objectives;
- Chapter 4 describes the MTR approach, methodology and limitations;
- Chapter 5 describes the process of data analysis;
- Chapter 6 captures the findings along the main evaluation criteria;
- Chapter 7 summarizes the main conclusions;
- Chapter 8 lists the main recommendations; and
- Chapter 9 distils the main Lessons Learnt.

2. DESCRIPTION OF THE INTERVENTION

2.1. UNDP CPD Strategy in the context of UNDAF Nepal

UNDAF 2018-2022 for Nepal, in alignment with the SDGs and Nepal's 14th Development Plan, focuses on the following national priorities: (a) inclusive economic growth; (b) social development; (c) democratic governance and rule of law; and (d) resilience and reconstruction. UNDP's CPD 2018-2022 contributes to UNDAF along the three out of these 4 areas: (a) inclusive economic growth (b) democratic governance, rule of law and human rights and (d) resilience, disaster risk reduction (DRR) and Climate change (CC). Formulated following participatory consultations across Nepal with the GoN, civil society and other development partners (DPs), the CPD was approved by their Executive Board in September 2017. According to the UNDP CO[1] the programme's theory of change (TOC) views sustainable peace and development as a function of the degree to which people are empowered to participate in decision-making through strong, responsive institutions, balance of power and rule of

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[1] CPD

law, free from discrimination and with equal opportunities to contribute to and share in resilient, inclusive growth. Figure 1 presents the focus areas for the CPD and Figure 2, the Theory of Change (TOC) as seen by the CO. The key intended results (outcomes, outputs), resource required and resource mobilization status as of December 2020 is given in Annex 6: Results and resources framework for CPD Nepal (2018-2022). The TOC for UNDP CO is incomplete without the necessary clarity of the chain of causal assumptions linking programme resources, activities and intermediate outcomes to the country programme outcomes, compromises the efforts of UNDPs contributions: these could be found in UNDAF (described in Table 1), but they do not reflect the output level risks and assumptions.

Figure 1: Nepal CPD focus
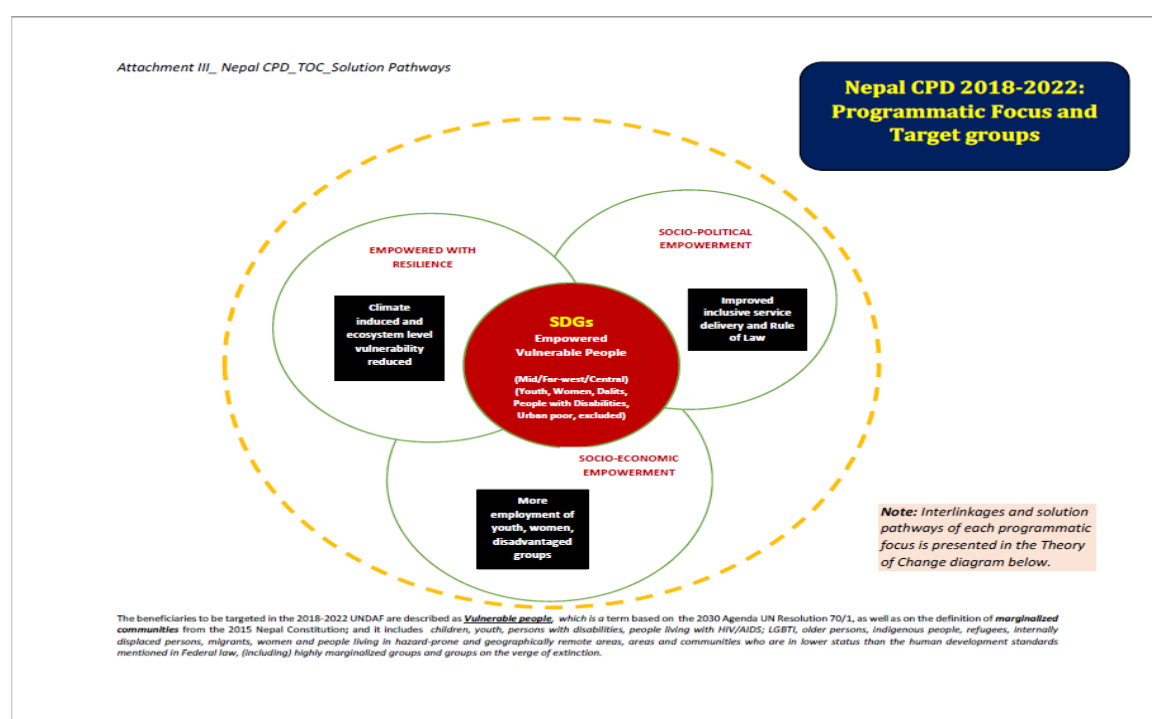
Source: UNDP Nepal, TOC for CPD

The UNDP Country program portfolio consists of 28 projects which have been active within the current CPD (some of which have already closed). This includes 4 global and regional projects, and 24 country projects, and does not include the 2 projects related to COVID (Support for Preparedness and Response to COVID-19 $2,820,284 and 133,672). There are 12 projects with the National Implementation Modality (NIM), and 16 projects with Direct Implementation Modality (DIM) modality (plus the 2 COVID related project with DIM modality)

- In the area of *inclusive economic growth*, UNDP has been supporting the 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 addition, UNDP has been supporting the federal and provincial governments in localizing the SDGs. Also, UNDP targets skills building among young men and women in rural and urban areas, with a focus on Nepal's opportunity to gain from the demographic dividend and reducing dependency on remittances from the many Nepali migrants working abroad. In this portfolio to date UNDP has been implementing 9 projects broadly falling into the following sectors: agriculture, forestry, energy, and tourism which are the drivers of Nepal's economy supporting employment

creation, better livelihoods and improved income opportunities. Total value of the existing projects under this portfolio is US$38,163,464.[2] Out of 9 projects, 6 are implemented by NIM and 3 by DIM. Out of nine, six of the projects within the portfolio will close by the end of 2020, while the remaining 3 projects are ongoing till 2022-23.

- In the area of ***democratic governance and rule of law***, UNDP focuses on inclusive representation, effective accountability, efficient service delivery and responsive planning and monitoring at the province and local level. UNDP has been supporting institutions working on rule of law and human rights and strengthening parliaments and governments at the national and sub-national levels, among others, promoting enhanced access to justice and security institutions, while also addressing strengthening their capacity to deliver justice services and promote human rights[3]. Support to the Election Commission of Nepal in conducting free, fair and credible elections is one particular areas of UNDP support.[4] In this portfolio to date there are 10 projects with the total budget of US$92,133,083.[5] This is spread in 10 different projects, including two that cover strengthening federalism, Local Governance Community Development Programme (LGCDP) (completed) and PLGSP. The PLGSP TA project of UNDP is mainly financed by the government from the PLGSP fund. The SPSP (Strategic Plan Support Project), ESP (Election support project) are running on no cost extension, the project on transitional justice is almost at standstill[6]. Five projects under this portfolio are running on extension with UNDP internal funds. Out of 10 projects 6 projects are managed under DIM modality, however some of them do have project executive board with government co-leadership such as the ESP. By mid-2021 most of the current projects will end except PLGSP and PSP (Parliament Support Project);

- In the area of ***resilience, DRR and CC***, 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, supporting climate change adaptation measures and biodiversity conservation and the adoption of environmentally friendly low carbon resilient development models with the promotion of solar energy in rural areas. In this portfolio to date there are 8 projects with the total budget of US$ 53,162,679.[7] Two (2) projects are related to DRM (one of them closed), 4 projects are related to climate change, renewable energy, GCF readiness and climate finance (one of them NCCSP, closed). Plus, there are 2 global projects related to biodiversity - BIOFIN and National Reports on Biodiversity in Asia (study only) as well as the global project on SIDA UNDP Strategic Collaboration on Environment and Climate Change. Seven (7) of the projects are under DIM modality and 3 of them- NIM. Three (3) of the projects are closed.

With a priority of LNOB, the promotion of ***GESI and youth engagement*** are cross-cutting themes in all three outcome areas of UNDP, guided by its own GESI policy customized for Nepal. UNDP has focused on strengthening elected representatives, particularly women and marginalized groups at the federal, provincial and local level and promoting gender equality, as well as fighting GBV, promoting the rights of sexual and gender minorities (jointly with partner UN agencies), engagement of youths and persons with disabilities (and their social protection), among others.[8]

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[2] does not include global and regional projects
[3] UNDP also leads the provision of technical assistance to GoN's framework capacity development programme for provincial and local governments.
[4] UNDP, for instance, has been the leading agency providing, including both the 2008 and 2013 Constituent Assembly elections, and the subsequent federal, provincial and local elections held in 2017.
[5] does not include global and regional projects
[6] Recently this project is integrated with SPSP project at NHRC.
[7] does not include global and regional projects
[8] Priorities were identified in part based on the research on economic empowerment of indigenous women was carried out in 2018, which guided the policy of federal, provincial and local level

THEORY OF CHANGE: SOLUTION PATHWAYS

Resilience enhanced and socio-economic vulnerabilities of people and communities in Nepal reduced
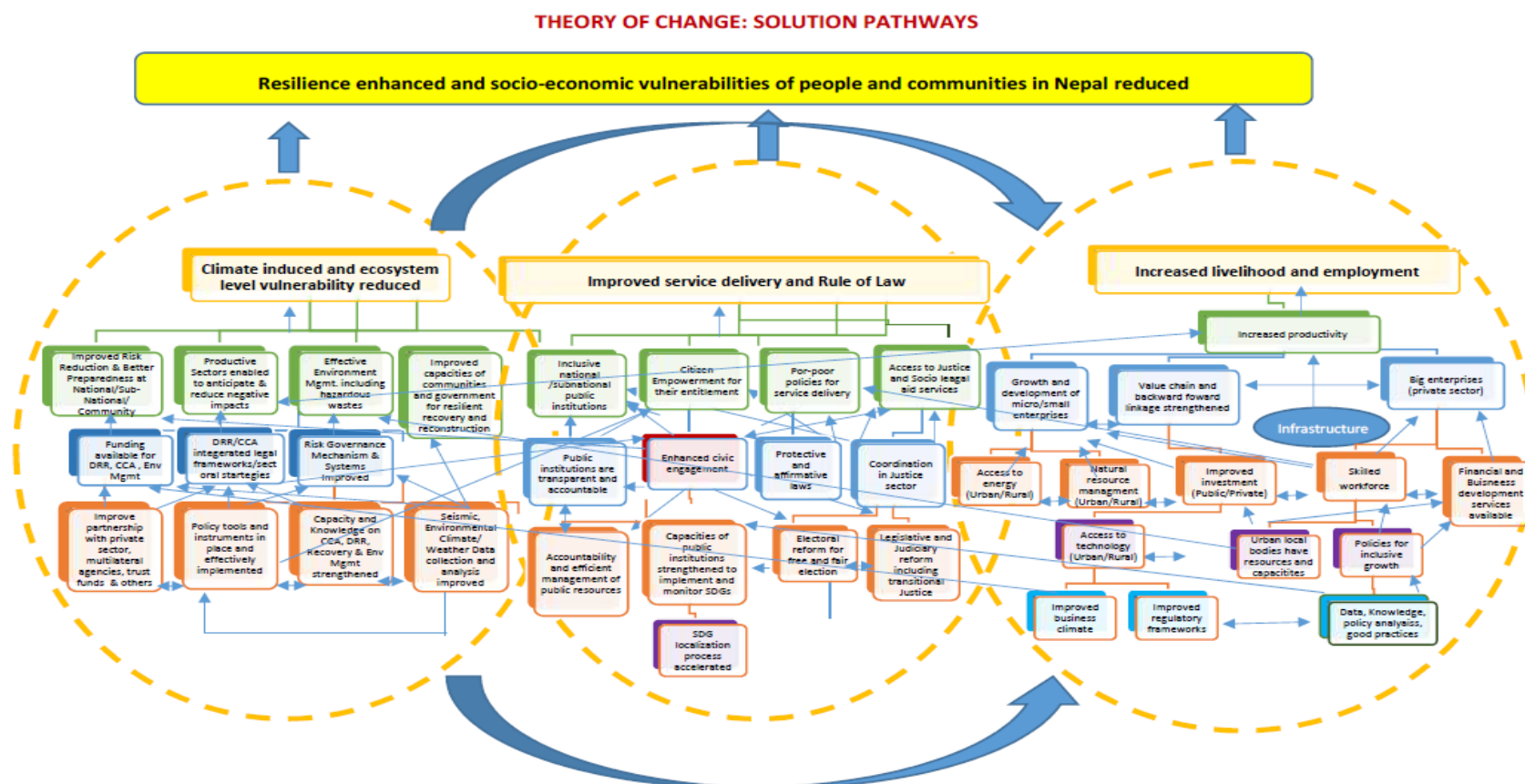
Note: Poverty and environment linkages are especially strong in relation to improved livelihoods and urbanization

Source: UNDP Nepal, TOC for CPD

Table 1: TOC from UNDAF

	UNDAF Theory of Change	Risks (UNDAF)	Assumptions (UNDAF)	Boundary Partners	Development Partners
Inclusive Economic Development: **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.	If the country is implementing programmes and policies which address the key drivers of inclusive growth, including productive employment, inequality reduction; basic socio-economic infrastructure; improved agricultural production, and an enabling policy environment for business, including small and medium enterprise, domestic and migrant labour and human capital development, then all people, including vulnerable people, will have greater access to decent employment and income opportunities and ultimately contribute to poverty reduction.	Financial limitations of government agencies/sectoral ministries Lack of clarity on role and limited capacity at the local level (Occurrence of) disasters/emergencies Lack of institutional memory Frequent transfer of government staff Harmful practices and taboos (Chhaupadi, dhamijhakri, child marriage) Resistance from certain social groups/ leaders' Patriarchal mindset	Political will for endorsement and implementation of policies and strategies relevant to various social sectors Adequate availability of financial and human resources Political stability and favourable role of federal government	National Planning Commission, Ministry of Labour and Employment, Ministry of Agriculture, Ministry of Commerce	UN Agencies: FAO, IAEA, ILO, ITC, IOM, UN-Habitat, UN Women, UNCDF, UNCTAD, UNDP, UNODC, UNOPS, UNV, WFP
Inclusive Governance and Rule of Law: **Outcome 2:** By 2022, inclusive, democratic, accountable and transparent institutions are further strengthened towards ensuring rule of law, social justice and human rights for all particularly for vulnerable people.	If (1) inclusive federal structures are in place, duty bearers are accountable to public for inclusive services, conflict victims responsive transitional justice mechanisms are fully operational, increased participation of women and marginalized groups in decision making levels, access to justice of most vulnerable and disadvantaged groups improved; then (2)Human rights and justice are realized by the most vulnerable and marginalized rights holders; because (3) Rights holders including (most) vulnerable and marginalized groups are empowered to claim their rights and duty bearers are accountable for governance at all levels with inclusive institutions, legal framework and resources.	Localized/ regional tension over the issue of federalization Unpredictable policy environment Ongoing impunity	Political consensus reached on key constitutional issues Preparation and approval of required legislations, including Truth and Reconciliation Commission Act in line with the Supreme Court verdict of 2015 Timely elections of federal, provincial, and local governments Tenure of Transitional Justice Commissions is extended Adequate resources at local and provincial level are available Oversight mechanisms and institutions set-up and streamlined	Ministry of Home Affairs, Ministry of Urban Development, Ministry of Health, Ministry of Energy, Ministry of Federal Affairs and Local Development, Ministry of Agricultural Development, Ministry of Environment, Ministry of Science and Technology, and Ministry of Forests and Soil Conservation	UN Agencies: FAO, IAEA, ITC, IOM, UN-Habitat, UN Women, UNCDF, UNDP, UNEP, UNESCO, UNFPA, UNICEF, UNOPS, UNV, WFP, WHO
Resilience and Reconstruction **Outcome 3:** By 2022, environmental management, sustainable recovery and reconstruction, and resilience to climate change and natural disaster are strengthened at all levels.	If Government gives priority to knowledge enhancement in DRR and CCA (and environmental management), then systems, tools, guidelines, risk/vulnerability assessment data, analysis systems are in place, then evidence is generated, available and disseminated	Inadequate financial and human resources Unexpected emergencies and crisis	Government commitments to implement the four Sendai Disaster Risk Reduction priorities and SDG goals for resilience (11 and 13) continues	Ministry of Law, Ministry of Justice, Ministry of Finance, Ministry of General Administration, Ministry of Federal Affairs and Local Development, Office of the Prime Minister and the Council of Ministers, Ministry of Women, Children and Social Welfare, Constitutional and other commissions, Legislative Parliament, Supreme Court	UN Agencies: IOM, UN-Habitat, UN Women, UNCDF, UNDP, UNFPA, UNICEF, UNODC, UNOPS, UNRCPD, UNV, WFP

The original CPD strategy estimated that US$209 million (non-core: US$175mil; core: US$34mil) would be required and mobilized over the programming cycle (see **Table 2**).

Table 2: Overview of the UNDP CPD outcomes and CO budget.

Theme		Outcomes	Budget US$D (2018-22)	Expenditure USD million (2018-20)	Remaining year Budget USD million to be mobilized (2020-22)
Inclusive Economic Growth	Outcome 1	By 2022, impoverished, especially vulnerable, unemployed and under-employed and vulnerable people, have increased access to sustainable livelihoods, safe and decent employment and income opportunities.	10,128,300 (Regular) 44,617,413 (Other)	23.63	31.11
Democratic Governance and Rule of Law	Outcome 2	BY 2022, Inclusive democratic accountable and transparent institutions are further strengthened towards ensuring rule of law, social justice and human rights for all particularly for vulnerable people.	10128300 (Regular) 48,500,000 (Other)	24.82	71.05
Resilience, Disaster Risk Reduction and Climate Change	Outcome 3	By 2022, environmental management, sustainable recovery and reconstruction and resilience to climate change and natural disasters are strengthened at all levels.	13504400 (Regular) 82,329,000 (Other)	21.19	37.34
Total				69,64	139.5

Source: UNDP CO

The National Planning Commission (NPC) acts as the primary Government counterpart for the UNDAF and the CPD. The UN Resident Coordinator (UNRC) and the NPC are jointly accountable for the strategic oversight of UNDAF results.

2.2. Context Analysis

Nepal is a landlocked, least developed country (LDC) of 28 million people in South Asia committed to pursuing democratic development, modernization and liberalization of the economy, socioeconomic reforms, and building social cohesion. It ranks 144th out of 188 countries in the United Nations Human Development Index (UN HDI).

NATIONAL PLANNING ARCHITECTURE. Nepal has achieved most of the Millennium Development Goals (MDGs), is a signatory of the 2030 Agenda for Sustainable Development.[9] Nepal's Voluntary National Review, presented at the High-Level Political Forum on Sustainable Development (HLPF) in July 2017, New York, reiterates the country's aspirations to swiftly complete the unfinished agenda of the MDGs, and step up its efforts towards implementing the SDGs. Under the country's long-term goal of *Prosperous Nepal, Happy Nepali* and its priorities under *Envisioning Nepal 2030*, the GoN sought to achieve all the SDGs and become an inclusive, equitable, and prosperous middle-income country (MIC) with the spirit of welfare state by 2030. To operationalize this vision, *the 14th Periodic Plan (2017-2019)* envisaged an independent,

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[9] Government of Nepal, Sustainable Development Goals 2016-2030 national (preliminary) report, 2015. (link)

progressive, and socialism-oriented economy with a focus on credible public management and governance reform; increased investment in physical infrastructure (energy, connectivity and urban development); transformation in key sectors of the economy; human and social development contributing to job creation; and social protection for marginalized groups. Gender, poverty, environment, inclusion, private and co-operative sectors, and application of information technology (IT) sectors cut across the above areas. The *15th Periodic Plan* has set a target to achieve a minimum average economic growth of 9.4 per cent per annum in the next five years with priority projects related to rail, roadways, tourism, agriculture and electricity, among others.[10] Similarly, it has set the target to raise the annual per capita income to US$1,595 from the US$1,047 within the next five years. The GoN also has a strategy to maximize private sector participation to contribute to the projected growth scenario.

ECONOMY. Absolute poverty was at 8 percent at the US$1.90 per person per day international poverty line in 2019. Literacy rate was 68 percent in 2018,[11] marking an improvement over time. Nepal's economy experienced headwinds in the agriculture, manufacturing, and the service sectors, with an economic growth at 8.6 percent in 2019 from the previous year.[12] The gross national income per capita (GNI) rose to US$1090 in 2019 up from US$960 in 2018. So, by 2018, when CPD was formulated, Nepal's economic fundamentals were relatively sound. There was, however, also uneven human development, weak governance and social exclusion, correlated with geography, caste, gender and ethnicity.[13] The latter was affected by interrelated issues, including: limited livelihood opportunities and lack of social mobility owing to high underemployment and unemployment rates, particularly among youth, women and vulnerable;[14] underdeveloped social protection system; poor public service delivery; lack of enabling environment for private sector development; deficient rule of law;[15] corruption,[16] and heightened vulnerability to climate and disaster-related risks at all levels; etc.[17] The progress in poverty reduction and shared prosperity is attributable to high levels of remittances,[18] which reduced in 2020 (due to COVID-19 and the fall in oil prices) by around 14 percent.[19] About 31 percent of the population that is estimated to live between US$1.9 and US$3.2 a day faces risks of falling into extreme poverty, because of this, as well as due to foregone earnings of potential migrants, job losses in the informal sector, and rising prices for essential commodities as a result of Covid-19. Nepal is also highly dependent on foreign aid.[20] Nepal anticipates graduating from the LDC status by 2022, and be a middle-income country (MIC) by 2030, with absolute poverty in the low single digit and decreasing. Nepal, *inter alia,* needs to achieve faster growth for that

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[10] https://www.nepjol.info/index.php/irjms/article/download/27886/23025/.

[11] WB data for Nepal, 2020

[12] WB Nepal, https://www.worldbank.org/en/country/nepal/publication/nepaldevelopmentupdate

[13] Government of Nepal, "Nepal human development report: beyond demography, 2014". (link)

[14] Vulnerable people include children, youth, persons with disabilities, indigenous people, refugees, internally displaced persons, migrants, people living with HIV/AIDS, sexual minorities, older persons, women, people living in hazard-prone and geographically remote areas, areas and communities that are in lower status than the human development standards mentioned in federal law, including highly marginalized groups and groups on the verge of extinction. Nepal UNDAF, 2018-2022.

[15] Nepal's Fourteenth Development Plan (2017-2019).

[16] Nepal is the 113 least corrupt nation out of 180 countries, according to the 2019 Corruption Perceptions Index reported by Transparency International, https://tradingeconomics.com/nepal/corruption-rank

[17] ABD, Macroeconomic update, Nepal, Volume 4. no. 2, August 2016. (link)

[18] International Development Association, International Finance Corporation, Multilateral Investment Guarantee Agency Country Partnership Framework for Nepal for the period FY2019-FY2023, July 10, 2018, p.2

[19] https://kathmandupost.com/money/2020/07/03/nepal-is-now-officially-a-lower-middle-income-country-the-world-bank-says

[20]https://kathmandupost.com/national/2020/04/01/foreign-aid-to-nepal-could-go-down-due-to-covid-19-pandemic-experts-and-stakeholders-say

and shift from remittance-led consumption to productive investment.[21] However, the economy remains vulnerable to exogenous shocks, to slowdown in remittance growth and high unemployment.

DEMOCRATIC GOVERNANCE AND RULE OF LAW. The CPD came at a time of historic transformation in Nepal. Following 2006 Comprehensive Peace Agreement, the new Constitution in 2015 transformed Nepal into a federal democratic republic, aspiring to strengthen inclusive governance and proportional representation with three tiers of governments: federal, provincial and local levels. This constitution aims towards egalitarian and pluralistic society, among others. The Constitution and the Local Government Operation Act, 2017, granted more power and responsibility to the local governments, comprising Urban and Rural Municipalities, District Councils/District Coordination Committees, and Provincial Coordination Councils. By the end of 2017, elections were successfully held at the federal, state, and local levels. The local governments and elected representatives have now new responsibilities, and accountabilities. The new federal structure requires an ambitious legislative agenda affecting executive, legislature and judiciary branches at all levels of the government. Large number of laws at federal level are yet to be formulated or amended to reflect the federalism context. To address the historically uneven access to basic services, resources and opportunities by the diverse ethnic groups (125) that posed risks to social cohesion, the Constitution has, in addition to the National Human Rights Commission (NHRC), established six (6) national commissions targeting women, Dalit, indigenous nationalities, Muslims, Tharu and Madhesi.[22] The elaborated manifestations of basic and fundamental rights of the citizens is one of the strong aspects of the new Constitution, but this created additional responsibility for awareness raising, strengthening the Human Rights (HR) Defender mechanisms and capacities at all three levels of the government.

The challenges include the lack of clarity over the divisions of the functions between the levels of the governments.[23] The rule of law, access to justice, GESI and HR areas also took a different discourse as the 'justice delivery' on civil matters, gender- based violence (GBV), and social discriminations were placed under the local governments (judicial committees). The access to justice for common people increased, however the legal frameworks and justice delivery capacity of the chair and members of the judicial committee are among the challenges for responding to the 'call for Justice'. Half of the population does not have confidence in the justice system and 87 per cent are unaware of free public legal-aid provisions;[24] there are certain limits to the free expression and the powers of the NHRC;[25] transitional justice issues remains pending; and despite efforts, women, particularly of ethnic minorities, are at high risk of abuse. The new institutional mechanisms, operational modalities, and aspirations of the people have created more delivery pressure on the provincial and local governments on the backdrop of large capacity gaps:[26]at the federal level - mainly for policies, laws, effective fiscal transfer, coordination and oversight mechanism, whereas at the provincial and Local governments (PLGs) level - the formation of acts, institutional operational systems' set up, and capacity development of the elected representatives. Therefore, when the CPD written, strengthening federalism and making it function was both a challenge, and an opportunity to engage, but with a flexible and multidimensional, as opposed to prevailing during

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[21] WB Nepal, https://www.worldbank.org/en/country/nepal/publication/nepaldevelopmentupdate

[22] These agencies include the National Dalits Commission, the National Inclusion Commission, National Women Commission, and the Indigenous Nationalities Commission

[23] WB Nepal, https://www.worldbank.org/en/country/nepal/publication/nepaldevelopmentupdate

[24] Baseline study of crime in Nepal, 2016.

[25] https://www.hrw.org/world-report/2020/country-chapters/nepal

[26] as captured in the UNDP/WB "Capacity 'Needs Assessment for the Federalism" (2019).

the first one and half years 'wait and see' mode, with token engagement in federalism strengthening by some. The GoN developed the Provincial and Local Governance Support Programme (PLGSP) with several DPs – to support the implementation of federalism with 'capacity building' as its core.

RESILIENCE AND RECONSTRUCTION. Nepal is among the world's top 20 countries prone to multi-hazard risks,[27] vulnerable to seismic activity and hydro-metrological hazards including droughts and floods.[28] The management of hazardous substances, air pollution and waste, particularly in urban centres, is of a concern. The National Disaster Response Framework covers preparedness and emergency response, and, in accordance with the Reconstruction and Rehabilitation Policy (2016) the Post-Disaster Recovery Framework guided the post-2015 earthquake recovery and reconstruction, reflecting "build-back better" and "inclusive and resilience-focused recovery".[29] Disaster Risk Reduction Management (DRRM) Council is the highest policy making body in the country.[30] The National Disaster Risk Reduction and Management Authority (NDRRMA), established in 2020 with UNDP support took charge of DRM under the Ministry for Home Affairs (MoHA). All tiers of government should have disaster management funds that they manage. Considerable progress is noted in the health, education and agricultural sectors in mainstreaming DRR/ Climate Resilient Management (CRM) issues (e.g., with the Land Use Policy 2015, National Urban Development Strategy (2017), Climate Change Adaptation and Disaster Risk Management in Agriculture Priority Framework for Action (2011-2020), etc.) However, translating these into implementation beyond donor funded projects is yet to be seen.[31] Nepal is one of the world's fastest urbanizing countries,[32] putting pressure on urban governance and exacerbating disaster risks, with the latter also reflecting multi-dimensional vulnerabilities. For example, roughly 13 percent of the population is malnourished as a result of hazards that affect agricultural production in the country (but not evenly distributed in the country).[33]

Nepal was one of the world's top five countries most affected by climate change in 2017 (Climate Risk Index). Large proportion of Nepal's economy and employment are dependent on climate-sensitive activities, e.g., agriculture. Climate projections are dire, due to water-induced disasters,[34] with the resulting agricultural losses, affecting food security and livelihoods. Mitigating the impacts of climate-induced hazards on production is crucial; by 2050, the population is expected to reach 46 million people.[35] The new Climate Change Policy was adopted in 2019. Nepal with UNEP support is developing a national adaptation plan (NAP) to address climate risks in key sectors.[36] The *Climate Change Council* oversees the related activities. The new coordination mechanisms across Federal, Provincial and local levels are being prepared, but the current situation is still characterized with weak institutional capacity and enforcement.[37] The sole responsibility of implementing climate change policies by the Ministry of Forests and Environment (MoFE), leaves other ministries as passive partners, with the lack of coherence among

[27] UNFCC Nepal country status brief note on adaptation plans preparation. (link)

[28] By the mid-century, the amount of precipitation will increase by 15-20% (Ministry of Environment, 2010)

[29] Government of Nepal, National Reconstruction Authority, Post Disaster Recovery Framework, 2015. (link)

[30] The Minister for Home Affairs (MoHA) heads the executive committee and is responsible for the implementation of approved plans and policies, whereas the Province Minister for Internal Affairs and Law leads the execution at province level. There are district level and Local DRM Committees

[31] UNDRR (2019): Disaster Risk Reduction in Nepal, p.18

[32] Bakrania, S. "Urbanisation and urban growth in Nepal" (GSDRC helpdesk research report 1294). Birmingham, United Kingdom: GSDRC, University of Birmingham, 2015, p.1. (link)

[33] UNDRR (2019): Disaster Risk Reduction in Nepal, p.13

[34] In the future it is expected that flooding will cause 82.93% of the Average Annual Loss (AAL) (UNISDR, 2015).

[35] United Nations, 2013. World Population Prospects The 2012 Revision, s.l.: United Nations.

[36] MoHA, Nepal Disaster Report 2017: Road to Sendai, 2017

[37] Central Bureau of Statistics, 2014

them. The sectoral policies have inadequate focus on mainstreaming Climate Change Adaptation (CCA) issues. Climate Change Policy 2019 outlines the need for preparing Disaster Risk Reduction and Management Services (DRRMS) for federal, provincial and local level, data collection of climate-induced disasters and integration of DRR activities into climate change adaptation plans and programme but the fact that climate change is under the MoFE while the DRM is under the MoHA (now via NDRRMA) is a source of fragmentation at all levels of government. Under the federal system, local governments are responsible for local level development plans and projects, including for DRM and CC but the comprehensive understanding of risks is lacking, along with the resources necessary for implementation.

Nepal has focused most of its climate efforts on adaptation. Nevertheless, in 2016 Nepal ratified the Paris Agreement and submitted a NDC that looks into clean energy development, afforestation measures, sustainable transport systems, climate friendly practices in agriculture, waste management and electronic permits' system to enhance the adherence to building codes. The NDC does not include an overall greenhouse gas (GHG) emission reduction target, however. The Intended NDC (INDC, 2016) indicates Nepal's full commitment to implementation and thereby contribution to the global efforts of reducing GHG emissions. The NDC has the following salient features: CCA at the center of the development plans and policies; formulation of NAP, implementation of Environment-Friendly Local Government (EFLG) Framework, water conservation and green development; formulation of a Low Carbon Economic Development Strategy (LEDS); achieving 80 percent of electrification through renewable energy sources (RES) by 2050,[38] while having appropriate energy mix and reduced dependency on fossil fuels (by 50 percent) and biomass.[39] At the end of 2018, the '*National Action Plan for Electric Mobility*' marked the start of the implementation of Nepal's NDC, especially in terms of clean transport, energy diversity and air quality targets. Nepal's Development Vision for 2030 relies heavily on the new hydropower facilities (90 percent of the electricity source), being developed in vulnerable settings due to disaster risks, and risks from glacial lake outburst floods (GLOFs) and subject to the risks from droughts. Hence development of solar energy is a priority. The country's forest area was 45 percent in 2016,[40] with the GoN aiming to maintain it at around 40 percent; making Nepal an exception to the global deforestation trend. Nepal plans to increase forest productivity through sustainable management; to enhance carbon sequestration and forest carbon storage and to improve forest governance. However, environmental degradation is a source of concern, resulting from poor Land use and Land cover (LULC) planning and uncontrolled urbanization, accompanied by increasing numbers of squatters, river pollution from direct discharge of untreated wastewater and industrial waste, and poor management of solid waste. Only 27 percent of the population has access to adequate sanitation and 30 percent lack access to safe drinking water, with resulting risks to health and groundwater quality.[41] The GoN aims to achieve universal, safely managed, water and sanitation access, in line with SDG6, by 2030.

GENDER AND SOCIAL INCLUSION: Nepal has made significant progress in terms of GESI policy and programs in last two decades. It has made various national and international gender equality and women-centric commitments through signing of conventions and treaties. The new Constitution was a significant milestone for GESI and enshrines equal rights for women, the poor, the vulnerable and people from

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[38] MOEWRI White Paper 2018: electricity for all by 2022

[39] Despite progress on the coverage and quality of electricity access, about the same number of households – 70 out of 100 - continue to use firewood and other polluting and harmful fuels for cooking in Nepal https://www.worldbank.org/en/news/press-release/2019/11/19/first-of-its-kind-world-bank-survey-on-quality-of-electricity-access-in-nepal-shows-remarkable-progress-challenges-persist-on-clean-cooking

[40] Forest Research and Training Centre in Nepal 2019

[41] JMP 2017

different social groups. [42] Positive provisions include affirmative action to address historical disadvantage and a ban on gender or caste/ethnicity-based discrimination; the right to equal lineage; right to safe motherhood and reproductive health; right to participate in all bodies of the State; right to property and family affairs; and positive discrimination in education, health, employment and social security. It also makes any act of violence against women punishable by law, and guarantees the rights of the persons with disabilities (PWD), and gender and sexual minorities. The Constitution also made provision for reservations in the general and local election, civil service, and other state institutions for women, dalit, Madhesi and other marginalised groups. It has a provision of 33 percent women reservation in the parliament and also at provincial and local level government legislative bodies. While this was not achieved, women do hold a number of high-level positions in the political and judicial institutions.[43] At the same time, with the role of women in the household and at the national level heavily influenced by the patriarchal social structure, in 2016 Nepal ranked 115th out of 188 countries and the 6th among the eight South Asian countries on the UNDP Gender Inequality Index. The Global Gender Report ranks Nepal as 110th among 144 countries on the Gender Parity Index (2016). The 14th three Year Plan, recognized that improving gender equality and addressing issues of "backward" regions, classes and communities and excluded groups requires conscious efforts, such as targeted programs, equitable distribution of resources, and social security. It recognized that gender equality and women's empowerment are cross-cutting themes, and aimed to improve the human development and empowerment index for economically and socially left behind.[44] The 15th plan continues the GESI focus and priorities (a) emphasizing the need for improved access by women, dalit, marginalized and vulnerable groups to the state services and justice system, (b) adopting Gender Responsive Budgeting (GRB) approach and (c) recognizing GESI as a major basis for 'Happiness' and 'inclusive and Just society'.[45] So far seven major sectoral ministries have issued and are implementing GESI policies and guidelines and, in many cases, have established dedicated units to monitor the results. At the same time, there is a need to move from numbers towards impactful participation of women. Major challenges remain in reducing maternal and child mortality, improving nutrition and achieving further progress in the battle against infectious diseases such as HIV/AIDs. Many women are involved in unpaid activities and often are paid less than men, despite the Labour Rules of 1993, especially in the private and informal sectors. Single women in Nepal still face challenges in conferring citizenship rights to their offspring. Also, there is huge disparity in education (71.6 and 44.5 percent respectively for men and women),[46] as women are at a high risk of dropping out of school. Girls and young women face numerous challenges, ranging from early marriage to violence, fewer work opportunities to societal traditions that always seem to place women on a lower rung. The case of inclusion and access to opportunities to Dalits, Muslims, other minorities, and socially vulnerable communities is a challenge for the 'equitable development'. These groups live with social discrimination, economic deprivation, and lack of dignified access to the public services and justice system, even though these all are guaranteed by the constitution as 'rights'. Thus, the implementation and delivery aspect of GESI is still an area in serious need for improvement.

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[42] GESI Framework Report Final 2017

[43] e.g., the current President of Nepal, former chief justice, former Speaker of the House of Representatives and President of the Federation of Nepalese Chambers of Commerce and Industries

[44] Dalits, Adibasi/Janajatis, Madhesis, Tharus, Muslims, Other Backward Classes (OBC), minorities, the marginalized, persons with disabilities, gender and sexual minorities, farmers, laborers, people of backward regions and poor Khas Aryas

[45] 15th Plan document, NPC

[46] https://blogs.worldbank.org/endpovertyinsouthasia/long-road-gender-equality-nepal

NEPAL'S POSITIONING WITH THE DEVELOPMENT PARTNERS. Nepal is a signatory of the main body of International treaties[47] and conventions.[48] Nepal hosts a range of DPs[49], including many bilateral and multilateral actors[50]. UN agencies active in the country include UNDP, FAO, GEF, GCF, ILO, IOM, UNAIDS (Joint program HIV), UNESCAP, UNRHC, UNOPS, UNHCR, UNCDF, UNICEF, UNESCO, UN Women, UNEP, UNOHCHR, UN Habitat, ISDR, UNODC, UNPDTF, WFP, WHO, IDA, IFC, IMF, and the World Bank (WB).

3. EVALUATION SCOPE AND OBJECTIVES

UNDP has commissioned 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 reviews the progress against the key indicators and the projects and programmes developed under the current CPD. The MTR has two specific objectives, as descried in Table 3: a) Assessment of the 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; and (b) Conducting 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.

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 were meant to be revisited in terms of the new context and the emerging COVID-19 outbreak (as was mentioned in the TOR for this assignment), but there is no document describing it available from UNDP CO. Given the recent

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[47] http://www.moljpa.gov.np/wp-content/uploads/2019/04/List-of-Multilateral-Treaties-Signed-by-Nepal.pdf

[48] 2018-2022 United Nations Development Assistance Framework for Nepal (page no. 16, 25, 29)

[49] The non -exhaustive list includes **(a)** Within **Inclusive Economic Growth portfolio**: ILO Conventions 138 and 182 on child labour (not ratified), International Covenant on Economic, Social, and Cultural Rights, ILO Convention No. 122 Employment Policy Convention, 1964 (not ratified), International Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), 1979 Beijing Platform for Action, 1995, ILO Private Employment Agencies Convention, 1997 (No. 181) Migrant Workers (Supplementary Provisions) Convention, 1975 (No. 143, Migration for Employment Convention (Revised), 1949 (No. 97) (not ratified);   **(b)** *Within **Resilience, Disaster Risk Reduction and Climate Change portfolio*** international frameworks and conventions are: Asian Ministerial Conference on Disaster Risk Reduction (AMCDRR 20), New Urban Agenda 2016, South Asian Association for Regional Cooperation (SAARC) Comprehensive Framework on Disaster Management, Sendai Framework for Disaster Risk Reduction 2015-20130, Montreal Protocol on Substances that deplete Ozone Layer, 1987, Convention on Biological Diversity, 1992, Stockholm Convention on Persistent Organic Pollutants 2001, and Paris Agreement, 2015; **(c)** In ***Democratic Governance, Rule of Law and Human Rights***: Universal Declaration of Human Rights, International Covenant on Civil and Political Rights, Covenant of Economic, Social and Cultural Rights, CEDAW, UN Convention against Corruption, International Convention on the Elimination of All forms of Form of Racial Discrimination, The United Nations Conventions on the Rights of the Child, Convention on the Rights of persons with Disabilities (2006) and its protocol, United Nations Declaration on the Rights of Indigenous People (2007), Beijing Platform for Action, 1995, The Paris Declaration on Aid Effectiveness, 2005, The Istanbul Programme of Action for the Least Developed Countries, 2011 and ILO Convention 169,2007**. Source:** Development Cooperation Report FY 2018/19, Ministry of Finance (GoN)

[50] such as the Asian Development Bank (ADB), Australia, China, Clean Energy Fund, Denmark, European Investment Bank (EIB), European Union (EU), Finland, Global Alliance for Vaccines and Immunization (GAVI), Germany (GIZ/KfW/PTB), Global Fund to Fight HIV AIDS, Tuberculosis and Malaria (GFATM), India, International Fund for Agricultural Development (IFAD), JAPAN (JICA), Kuwait Fund for Arab Economic Development (KFAED), Korea (KOICA), Netherlands, Nordic Development Fund (NDF), Norway, OPEC Fund for International Development (OFID), South Asian Association for Regional Cooperation (SAARC Development Fund), Saudi Arabia (Saudi Development Fund), Switzerland (SDC), Unites States of America (USAID/MCC), United Kingdom (DFID, DRF) etc

developments in the federalism context and severe socio-economic impacts of COVID-19, this MTR presented 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) and so addressed that. It also presents an opportunity to undertake a review of UNDP's contribution to the country's development, which includes an assessment of the progress-to-date.

The scope of the MTR includes the entirety of UNDP's activities in Nepal and therefore covers interventions funded by all sources, including core UNDP resources, donor and government funds. The MTR pays 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 are also captured by the review. The review considers 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.

Table 3: The objectives of the UNDP CPD MTR

specific objectives	Tasks
Assessment of the 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.	o Review of the 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). o Suggesting for options for re-prioritization of the planned intervention and results based on the realistic estimation of the resources including pipelines projects. o Suggesting 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 o 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. o Review of the 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. o Review of 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. o Assessment of 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. o Assessment of 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. o Providing 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.
Conducting 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.	o Assessment of whether the structure is working in line with the original objectives of the optimization after the completion of the first year of operation. o Assessment of the 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. o Assessment of 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. o Assessment of how the business processes and systems in the office provide it with the agility to respond to a crisis, such as the COVID19 pandemic.

This MTR is conducted with a view to enhancing programmes while providing strategic direction and inputs to the revisions needed to the country programme. The MTR assesses UNDP's overall intervention including an assessment of appropriateness objectives, planned outputs, activities and inputs as compared to cost-effective alternatives. The MTR assesses how lessons learned are being captured and operationalized throughout the period under investigation. The CPD review was 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), etc. The MTR was an opportunity to re-align UNDP's strategy to the United Nations Sustainable Development Cooperation Framework (UNSDCF). 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.

Assessing Cost effectiveness is challenging for many reviews, especially when the resources are limited, as well as overall, for some types of projects. While this is in the questions, the focus was on light analysis around Resource Mobilization and Allocation logic among three portfolios (using the information about projects' portfolios).

Assessing sustainability of the CO was not feasible, as it would require a very detailed availability of financial data and analysis. Hence the review only mentions the risks and trends. In this context the extent of the challenges posed by the difficulties related to RM was conducted only to the extent the data that was made available to team.

And finally, the MTR does not make explicit recommendations about the CO re-organization (with a few exceptions), which requires an in-depth organizational assessment; instead, the MTR focuses on the elements of the interrelated functions of specific units from the programmatic perspective.

The MTR follows the **revised** OECD-DAC evaluation criteria of Relevance, Coherence Effectiveness, Efficiency, and Sustainability (see Box 1). In line with the ToRs, the evaluation assessed programme design, management arrangements, monitoring and evaluation mechanisms, collaboration among stakeholders and mainstreaming of cross cutting issues. The evaluation intends to help the management to answer the following key questions at a minimum:

- *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?*

- *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?*

- *To what extent has the CPD implementation succeeded in contributing to the SDGs achieving?*

- *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?*

In addition, The Review assesses Cross-cutting Issues, i.e., assessment of the extent of the mainstreaming of various cross cutting issues i.e., human rights, gender equality and social inclusion, capacity building etc. Table 4 features the detailed guiding questions: amended compared to the TOR, and agreed upon as a result of the Inception stage.

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Box 1 Revised OECD DAC Evaluation Criteria

RELEVANCE: IS THE INTERVENTION DOING THE RIGHT THINGS?
The extent to which the intervention objectives and design respond to beneficiaries'*, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

Note: "Respond to" means that the objectives and design of the intervention are sensitive to the economic, environmental, equity, social, political economy, and capacity conditions in which it takes place. "Partner/institution" includes government (national, regional, local), civil society organisations, private entities and international bodies involved in funding, implementing and/or overseeing the intervention. Relevance assessment involves looking at differences and trade-offs between different priorities or needs. It requires analysing any changes in the context to assess the extent to which the intervention can be (or has been) adapted to remain relevant.

Beneficiaries is defined as, "the individuals, groups, or organisations, whether targeted or not, that benefit directly or indirectly, from the development intervention." Other terms, such as rights holders or affected people, may also be used.

COHERENCE: HOW WELL DOES THE INTERVENTION FIT?
The compatibility of the intervention with other interventions in a country, sector or institution.

Note: The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa. Includes internal coherence and external coherence: Internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres. External coherence considers the consistency of the intervention with other actors' interventions in the same context. This includes complementarity, harmonisation and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

EFFECTIVENESS: IS THE INTERVENTION ACHIEVING ITS OBJECTIVES?
The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

Note: Analysis of effectiveness involves taking account of the relative importance of the objectives or results.

EFFICIENCY: HOW WELL ARE RESOURCES BEING USED?
The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

Note: "Economic" is the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context. "Timely" delivery is within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context. This may include assessing operational efficiency (how well the intervention was managed).

SUSTAINABILITY: WILL THE BENEFITS LAST?
The extent to which the net benefits of the intervention continue, or are likely to continue.

Note: Includes an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time. Involves analyses of resilience, risks and potential trade-offs. Depending on the timing of the evaluation, this may involve analysing the actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long-term.

Source: OECD

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Table 4: Evaluation questions

criteria	Evaluation Questions
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 have 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 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?
Coherence	• To what extent it the country programme complementary to the other important multilateral and bilateral development efforts?
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?
	• To what extent do national partners have plans to replicate/scale up pilot initiatives of UNDP?
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?
	• To what extent the CPD was helpful in improving the institutional capacity of the human rights bodies in the country towards better protection of human rights of the poor and vulnerable groups?
GESI	• 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?
	• How 'appropriate are the indictors' to monitor the GESI aspect both at national and development partners level? If there are any how is the reporting system responding to them?
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. EVALUATION APPROACH AND METHODS

The review followed a ***participatory and consultative approach*** ensuring close engagement with government counterparts, UNDP Senior Management and other key stakeholders. The review provides evidence-based information that is credible, reliable and useful. Evidence obtained and used to assess the results of UNDP support was triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, and stakeholder interviews. The development of the MTR included four stages:

- The first stage of the CPD MTR included 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 involved an assessment of 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 included an assessment of the business model and the financial sustainability of the UNDP CO in light of the CO resource overview; and
- The fourth and final stage focused on 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 informing the planning of the next phase of the country programme.

Triangulation was the main methodology used to verify the information gathered from the following ***data sources***: the document review (both those produced by UNDP and by third parties) and interviews. Triangulation involves developing the reliability of the findings through multiple data sources of information, bringing as much evidence as possible into play from different perspectives in the assessment of hypotheses and assumptions. In the assessments of the outcomes, an attempt was made to attribute the results to the program when feasible: when not feasible, ***contribution analysis*** was used. The sources of the information included:

- ***document review***, such as UNDAF, UNDP CDP, Projects' portfolio, project documents and evaluation report, (see Annex 2: List of Documents Reviewed); and

- ***Key Informant Interviews (KIIs):*** The evaluation team interviewed a wide range of key stakeholders. The ***sample frame*** included representatives from UNDP CO and UNDP project managers, UN agencies, national and subnational government counterparts, development partners, civil society representatives, private sector, thematic experts, media and academia. The sample was representative with one exception, that it did not include ultimate beneficiaries (see limitations in the end of this Section). In selecting the projects (15) for which the project managers were interviewed for in-depth review, the choice (see the next Section, and Table 5) was based on several criteria: UNDPs' term of engagement, potential for continuity; importance in terms of federalization; Capacity building perspective; potential for more future engagement and resource mobilization, etc.

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As the main ***data collection instrument,*** a semi-structure interview questionnaire is presented in Annex 5. Semi Structured Interview Guide. 97 interviewees were interviewed (see **Error! Reference**

source not found., of whom 19 were women. A detailed evaluation matrix has been prepared (see Annex 4: Evaluation Matrix), outlining evaluation criteria, respective evaluations questions, data sources/methods, indicators and data analysis methods etc. The MTR benefited from the active participation of the stakeholders who were approached for the interviews in providing feedback. All measures were taken to protect the rights and confidentiality of informants in line with the UNEG 'Ethical Guidelines for Evaluators' for more information.

The MTR team was composed of an international Team leader, specializing in energy and environment (Ms. Lilit V. Melikyan), and two national evaluation consultants, one of whom a senior expert in governance (Mr. Raghav Raj Regmi). The composition of the team ensured in-dept knowledge of the three program areas.

LIMITATIONS. It is important to note that the Country Programme consists of diverse range of thematic programmes and projects. Therefore, in the limited timeframe and resource allocation for the evaluation exercise, the analysis was mostly limited to the output levels, to provide the big picture and the overall direction of the programme. Quantitative data was obtained only from programme documents, as it was not possible in the limited timeframe of the MTR to collect primary quantitative data through structured surveys etc. The fact that the MTR was conducted under in the environment of the COVID 19, the lockdown and quarantine measures associated with it, has left many implications, including the lack of opportunities to gather feedback of the beneficiaries in communities. Plus, the interviews were done 'online', which posed certain limitations, both in terms of the challenges of arranging interviews and in terms of establishing rapport that would have been useful for the interviews. To counter that to some extent, the team made sure to interview organizations which do work with the beneficiaries and solicit their feedback

5. DATA ANALYSIS

The acquired data was analysed both qualitatively and quantitatively with the mixed method approach. Most of the primary data was acquired in qualitative mode, and processed using qualitative data analysis techniques like validations, triangulations, interpretations and abstractions, logically interpreting opinions and statements, keeping in view the specific context of various respondents. Methods for data collection and analysis integrated gender considerations, ensure that data collected is disaggregated by sex and other relevant categories, and employ a diverse range of data sources and processes to ensure inclusion of diverse stakeholders, including the most vulnerable where appropriate. Quantitative data was analysed using simple statistical methods to determine progress and trends.

- **CPD Results Framework** (see Annex 6: Results and resources framework for CPD Nepal (2018-2022))Results and resources framework for CPD Nepal (2018-2022) as the main reference for assessing the progress and performance of the programme. Quantitative data related to programme outcome and outputs indicators were analysed to assess progress towards specified targets (with logical links to the data obtained from the KIIs); and

- **CPD Annual reports, UNDP CO's Results-Oriented Annual Reports (ROARs) and "Indicator-wise progress CPD- 2018-2022"** (in Annex 7 UNDP Nepal CPD 2018-2022- Milestone and Progress as of September 2020) were important sources of data and information, with two

important caveats, i.e. keeping in mind that (a) these are self-reports,[51] and (b) many of the indicators are from the national statistics system and rather broad based, and it is important part of this review to illustrate the extent of contribution (see next Section).

The review team conducted separate discussions/consultation with the three portfolio teams as well as selected projects (see Table 5). Fifteen (15) projects were analysed with document review and interviews with the NPDs and NPMs.

Table 5 The list of all projects and the selected ones for in-depth review

	Project names abbreviated	Project names in full	Selection for In-depth review
1	AceLab-Global Project	Accelerator Lab – Nepal	
2	SCDP	Conflict Prevention Programme	
3	ESP	Electoral Support Project	X
4	A2J	Enhancing Access to Justice	
5	LGCDP	Local Governance and Community Development Programme	
6	PLGSP	Provincial and Local Governance Support Programme	X
7	SPSP	Strategic Plan Support Project	X
8	PSP	Support to Participatory Constitution Building in Nepal	X
9	TJP	Transitional Justice	X
10	Global Project	Global Programme – Rule of Law & Human Rights	
11	MEDPA	Transitory Support to MEDEP to MEDPA	X
12	VCDP	Value Chain Development Project	
13	CMDP	Cooperative Market Development Project	X
14	EDFC	Effective Development Financing & Co-ordination	
15	TOURISM	Leveraging Tourism for the SDGs in Nepal (Digo Paryatan)-IP	
16	CILRP	Livelihood Recovery for Peace	X
17	FPSN	Strengthening National Planning & Monitoring Capacity	
18	SKILLS	Support to knowledge and lifelong learning skills-SKILLs	
19	ASIN	Accelerating implementation of SDGs in Nepal	X
20	CSNRA	Capacity Strengthening of NRA for Resilient Reconstruct	
21	CDRMP	Comprehensive Disaster Risk Management Programme	X
22	NCCSP	Nepal Climate Change Support Programme (NCCSP)	X
23	GCF	Readiness and Preparatory Support Programme-IP	X
24	RERL	Renewable Energy for Rural Livelihoods (RERL)	X
25	BIOFIN	Biodiversity Finance Initiative (BIOFIN) Phase II	
26	Study only	Sixth National Reports on Biodiversity in Asia	
27	Climate Finance,	Support for Enhancing Climate Finance in Nepal	X
28	Global Project	SIDA UNDP Strategic Collaboration on Env and CC	
29	COVID-19 IP CO	Support for Preparedness and Response to COVID-19	X

A rating was applied to the country programme's progress towards each planned CPD outputs in line with the template by Independent Evaluation office for Independent Country Program reviews (ICPR), see Annex 7 UNDP Nepal CPD 2018-2022- Milestone and Progress as of September 2020):

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[51]. The CO does not collect data directly from data sources. Each project has its own MIS system to collect and record the data. CO requests all portfolio to provide the indicator wise data during the ROAR exercise. In addition, Annual Progress Report (APR) of each project should include the related CPD indicator.

- ***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.

The draft report, with an analysis of the major findings as well as recommendations, was presented to UNDP and select external stakeholders, thereby allowing a review and validation exercise to be conducted prior to finalization of the CPD MTR report.

6. FINDINGS

6.1. Relevance

Finding 1. *The Program was overall thematically relevant at the conception, responding to the country priorities declared in the overarching strategic development plans and the global SDG agenda.*

The CPD, aligned with the UNDAF 2018-2022, is nationally owned, following the close involvement of the national stakeholders in the process of its development. The 3 CPD outcomes- are directly linked to the globally endorsed 2030 Agenda for Sustainable Development and in line with the Istanbul Programme of Action on the renewed and strengthened partnership for development.[52] Nepal looked forward to achieving the SDGs, blending it with its Constitutional transition, and the CPD responds to it well:

- The CPD supported the Constitution in its vision of the country as a secular, inclusive, federal democratic republic, and the pledge to LNOB, e.g. with the declared focus on the most underdeveloped areas –within Provinces 2, 6 and 7 – while also paying particular attention to the most vulnerable social and economic groups across the country, including persons with disabilities (PWDs), particularly important given the country's diverse context, with different caste and ethnic groups having uneven access to basic services and resources;

- The CPD relates to the themes of People, Prosperity, Planet and Peace, which are among the six essential elements of the post-2015 agenda presented in the Road to Dignity by 2030. Also, the CPD had a special emphasis on equitable and inclusive development is[53] and

- The CPD responded to the Government's aim to localize the SDGs to the Nepal context and to integrate them into national, sub-national and local development plans. The federal model, in principle supports the localization of the SDGs in Nepal. The processes of assisting Nepal achieve the SDGs and become a Middle-Income Country (MIC) by 2030 are integral to CPD.

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[52] Programme of Action for the Least Developed Countries for the Decade 2011 – 2020 (A/CONF.219/3), pp. 6-7.
[53] As described in the Secretary General's Road to Dignity by 2030, December 2014, pp. 21-23:
https://static1.squarespace.com/static/562094dee4b0d00c1a3ef761/t/56cf7826f850828b7a38
ba94/1456437287044/RoadtoDignityby2030.pdf

The CPD is also in line with the national priorities as in:

- the Government's 14th Plan that identified five priority development strategies, each of which are closely linked to specific SDGs, namely: (1) Increase growth and employment through tourism, SMEs (SDG 8) and transformation of agriculture (SDG 1-2); (2) Infrastructure development: energy (SDG 7), road, air transport and information/ communication, rural-urban and trilateral linkages (SDG 9); (3) Sustainable improvement on human development through social development and social security / protection (SDG 1-6); (4) Promotion of good governance and human rights through effective and accountable public finance and clean, transparent and people-friendly public service (SDG 16); and (5) Gender equality (SDG 5), social inclusion (SDG 1-6, 7, 8, 9, 10, 16), environmental protection (SDG 11-15) and maximum use of science and technology; and

- the Government's 15th Plan with its ambitious targets for per capita income and average economic income growth; growth in the agricultural, industrial and service sectors; (b) its desire of securing the status of developing country; and (c) its aspiration to initiate programs and projects to fulfil the dreams of 'Prosperous Nepal' and 'Happy Nepali'.

At the start of the CPD, the following were the priorities: strengthening public institutions, fostering private sector investment, human capital development, natural resources management, strengthened resilience and unlocking the benefits of migration,[54] and urbanization (as a driver for innovation with large portion of young). The CPD was overall relevant in addressing these themes.

Thus, the CPD was overall relevant. In hindsight, the CPD could have addressed the social issues more explicitly given the weak social assistance system, and inequalities: the Government's high-level ambitions were perhaps optimistic as highlighted by the COVID crisis. Having said that, UNDP did engage in the social development through job creation/ poverty alleviation. Also, when looking at the wat the CPD was operationalized with the projects, it could be seen that actual larger weight of the "governance" portfolio (see Figure 3**Error! Reference source not found.**), which is could be explained by the large needs stemming from federalization, but the shortfall of the projects under resilience portfolio is also an accompanying observation. (see Figure 4)

Figure 3: Total projects' budget excluding global and regional programs, US$
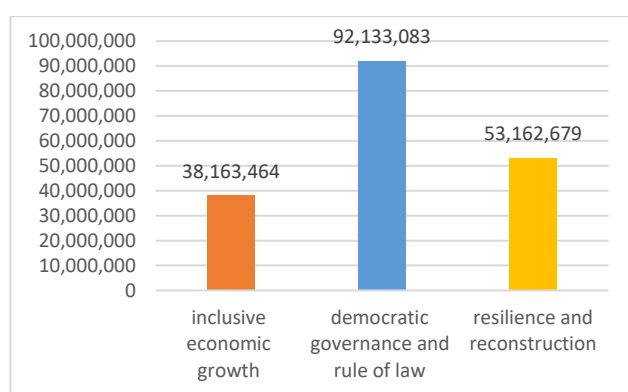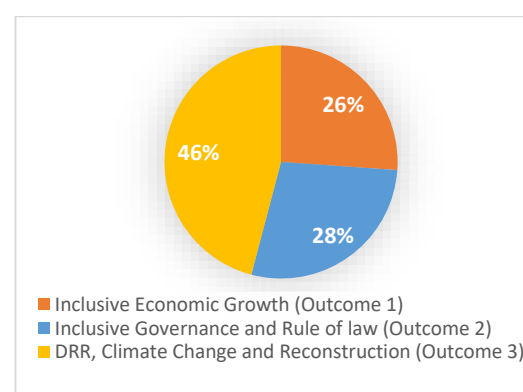
Figure 4: Overview of the Programme by CPD Outcomes (2018-2022) as planned

Source: information on the projects' portfolio form UNDP CO

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[54] WB Nepal, https://www.worldbank.org/en/country/nepal/publication/nepaldevelopmentupdate

Finding 2: *The program is relevant in addressing the goals of poverty alleviation/job creation from the grassroots level, supporting women and other vulnerable groups in creating sustainable income generation opportunities.*

The portfolio of <u>Inclusive Economic Growth</u> reflects the national priorities in the 14th and 15th plans of the government and SDG targets of economic development in reducing poverty through policy development and capacity building and is overall relevant. This portfolio is focused more on 'local initiatives' in the area of on-farm and off-farm agriculture, microenterprise (ME)/household- based production and service activities, market and VCD. This work was relevant attempting to push the cooperative sector to become more effective and create more value addition to its members along with the support for resetting the MEDPA project to the federal setup. The vision for the focus on climate tourism in the future is relevant too. There are however many other development partners engaged in these areas and finding the right niche for UNDP, with more of a coordinating role, and cooperating with them would be key for future relevance. UNDP has also helped the earthquake effected vulnerable groups in recovery and reactivation of their economic livelihoods through community infrastructure and other interventions (CLIRP). Restoration and creation of 'jobs' for target groups approach was also relevant. There is also some engagement to strengthen the enabling policy environment, but it is limited. The portfolio contributes to strengthening of 'sustainable local economic development opportunities' for the marginalized, vulnerable and economically derived group of people. However, upscaled strategic thinking for 'taking household income at higher level' from subsistence level was lacking. The latter, if present would have contributed to the broader purpose of this portfolio. While at the moment, the federal level policy interventions with MoF, and NPC are relevant from the capacity building point of view, the nature of the interventions have less direct connections with the domain of the projects discussed.

In terms of policy level engagement, UNDP contributes to SDG institutionalization and localization, improving the SDG monitoring and ODA management capacity of the government. COVID 19 highlighted the relevance of 'inclusive economic growth' interventions, combined with (the increased need for) better social protection *(see Recommendation 7)*.

Finding 3: *Strengthening federalism at all three level, improving implementation of the constitutional provisions of human rights, supporting legal reforms, increasing access to justice by women and vulnerable groups, and strengthening democratic elections are the key focus areas that capture the needs of the country in the context of implementation of 'Federalization', and in that the program is highly relevant.*

The areas that are covered under this portfolio hold a high relevance in the context of strengthening the capacity of PLGs and policy support to them. Building systems, policies, acts and improving the delivery capacity of the PLGs is the main focus, and in this regard CPD is relevant. The CPD covers key areas pertinent to the national needs. However, the portfolio is significantly slimming down both funding- wise and number- wise of the projects, necessitating to be even more strategic in the engagement areas in the coming years. Also, the extent of its coverage programmatically and geographically does not seem to be sufficient:

- Supporting access to justice in the new judicial system, including the capacity building of the quasi-judicial system at the local government level is a priority area which also contributes towards strengthening of the federalism: the CPD covers the main aspect of this, but a more national coverage including the demand side capacity building is an emerging need in this sector;

- The new Constitution has enlarged the scope of human rights in the country that requires the human rights agencies to have enhanced capacity to act effectively in the new context. The CPD is relevant thematically however its interventions are thinning and coming to end; and
- Transformation of judiciary into a federal structure is an area that would require technical assistance; this supports the relevance of the type of interventions under this portfolio.

The support for Elections was a much-needed area of engagement but in the context of considerations of two factors - long engagement of UNDP in the sector, and 'election' being a regular activity of the government- there is a risk of appearing as a resource leverage for the partner institution, hence would require a more strategic approach in future support programs.

Working with the government for the institution building and organizational development of the newly formed 'Rights Commissions' needs to be considered as an urgent need area that the CPD may expand from its current limited engagement.

Finding 4: The relative balance between DRM and CC in the program was in favour of the former until now and this needs to shift for continued relevance, The focus on disaster risk response at the start and the move to DRM was relevant: going forward the focus is and should continue to be on the capacity building at the SNL. As for climate change, the CPD has important, albeit limited interventions, covering mostly climate adaptive local-planning, and facilitating climate financing, but less so at policy levels for both. The more comprehensive engagement should include addressing POPs, ecosystem management, and biodiversity (a project on watersheds will start beginning of 2021), with strong links to climate resilient livelihoods. It is also high time to expand into mitigation in the context of urbanization (beyond e-permits system to enhance the adherence to building codes): already there are projects to start on hospital and urban waste management. The successful experience with access to RE could be transferred to urban context while additionally exploring the potential to address clean cooking. With the above, the CPD will have better ground for post COVID green recovery.

Under this CPD, UNDP, in response to the destruction caused by the Gorkha earthquake in 2015, extended socio-technical support for resilient reconstruction of houses and livelihood recovery, particularly to those who are most vulnerable: this was very relevant in the aftermath of the disaster.

Nepal has taken steps to transform traditional response-oriented DRM to one with more focus on risk reduction and mitigation, and this was supported under this CPD (with CDRMP) with, *inter alia*, support for:[55] (a)institutional and legislative system for DRM and capacity development of all stakeholders; (b) supporting safer construction practices; (c) Integrated Climate Risk Management (ICRM), aiming to enhance the capacities of local communities in responding to disaster and climate risks (with a focus on Early Warning System (EWS) and Search and Rescue (S&R)), (d) promoting CCA measures, and supporting the implementation of community- based disaster risk management plans (CBDRMPs); and (e) Emergency Preparedness and Response and Early Recovery (EPRER), focusing on strengthening the national capacity with Disaster Information Management Systems (DIMS/ BIPAD), policy and legal frameworks, and enhancing the capacity of first responders and the network of Emergency Operation Center (EOCs). These areas of engagement of UNDP were very relevant, building the foundations of DRM with policies and the establishment of the NDRRMA, expected to determine new architecture of DRR in the country, with solid mandates and functions, to rollout the country's DRR plans and strategic into actions. Going forward, given the federalized context, and the fact that IFIs and bilateral aid agencies are rendering

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[55] CDRMP Prodoc

support to the NDRRMA (e.g., USAID), the focus for UNDP is in supporting the SNLs of the government in meeting their mandates related to DRR, e.g., building up:

- BIPAD/DIMS and further promoting integrated approaches to DRM and CCA;
- their understanding of risks – with comprehensive risk assessments, and cost benefit analyses in developing integrated local DRM/CCA plans,[56] that would also incorporate considerations for prevalent social issues such as poverty, migration, livelihoods and internal displacement;[57]
- their capacity in conducting hazard, vulnerability and capacity assessments are inadequate to support prioritizing investments;[58]
- their capacity in integration of DRR in land use,[59] with inter alia, assisting them with increased availability of SADD data as a requirement for comprehensive RSLUP planning; and
- their knowledge of the existing provisions laid out in acts, laws, regulations, directives and plans related to the DRM and local governance. etc:

Having a Local Disaster and Climate Resilience Planning Guidelines- 2074 could be an essential planning tool for the newly formed local governments. They need trained human resources, adequate finances and enhanced institutional capacities. Support for the provincial and local governments in fulfilling their legal mandate in DRR and for managing local to mid-scale disasters is one of key priorities for resilient development of Nepal. So, the move by UNDP to focus at SNL was relevant, with a significant amount of work to be done to improve the quality of the planning documents at the local and provincial levels. The CPD is also very relevant in addressing the need for a comprehensive preparedness and people-centred Early Warning System (EWS) reaching all communities.

Having said that, UNDP's experience with risk governance would be beneficial for NDRRMA also beyond DIMS

CPD has important interventions to address climate change, relevant for translating Climate Change Policy (2011 and then 2019) on the ground and supporting Nepal's active participation in global climate discourse. This applies to the:

- building the capacity of stakeholders on climate adaptive local-planning system, with the implementation of EFLG Framework and building local adaptation plan of actions (LAPA) with efforts already started in their integration. While the country's specific targets for 2030 demonstrate explicit linkages of DRR and CCA (such as those under SDG 2 and SDG 11) and while the coherence among DRR and CCA under the pathway towards sustainable development is articulated in the country's policy planning, the extent such synergies are translated into tangible actions and outcomes until now is of a concern however. Supporting various overlapping local plans- in this case separate CBDRMPs and LAPAs is problematic in two regards: (a) sending a wrong signal that these aspects are to be treated separately; and (b) overburdening the nascent local governments with multiple plans. One of the reasons behind the parallel existence of these plans is that they are overseen by two different ministries at the central level, as discussed in the Chapter 2.2 on Context. LDRMPs have undergone revision to combine local climate change adaptation and DRM into one coherent

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[56] Initiatives on Risk-sensitive Land Use Plan (RSLUP) have also been carried out for cities in Kathmandu Valley with the intent to review regulatory frameworks, and to explore options and enabling factors for risk sensitive land use planning

[57] Ministry of Home Affairs, 2018. National Position Paper on Disaster Risk Management in Nepal, Kathmandu: Government of Nepal from UNDRR (2019): Disaster Risk Reduction in Nepal (Status Report)

[58] Although efforts have been taken by MoHA and UNDP to conduct a study on Economic and Financial Decision Making in DRR, which seeks to develop an evidence-based strategic approach to mainstreaming DRR into development in Nepal, it has not trickled down to the sub-national level planning. UNDRR (2019): Disaster Risk Reduction in Nepal (Status Report), p.19

[59] UNDRR (2019): Disaster Risk Reduction in Nepal (Status Report), p.24

plan, but this is still in its infancy, compounded by the fact that LAPAs still exist and demanded by some PLGs.[60] UNDP should be careful not to support such mixed messaging;

- Supporting CCA measures from livelihood/income generation perspective was relevant as demonstrations of approaches and their inclusion in LAPAs. More could have been done – and still need to - in terms of water-energy-food nexus, circular economy, climate resilient agricultural production innovative technologies, and knowledge transfer;[61] and

- contributing to national policies and programmes on climate change (NCCS). UNDP's engagement in shaping climate policies was limited however (this was mostly addressed by other development partners, e.g., UNEP assisting the government with the NAP.

GCF's Readiness Support for strengthening the country's institutional capacities to access climate funds was a relevant initiative, given the funding constrains for climate action, but focused predominantly on capacity building with institutionalization of climate finance function) and less so on policies (only on the climate Finance framework): this is planned if the funding if secured from GCF

The CPD has limited ongoing activities related to mitigation – beyond the e-permits system to enhance the adherence to building codes, the revision of Nationally Determined Contributions (NDC) revision and interventions to improve access to renewable energy in the rural areas. The latter was particularly relevant given the low electrification rates in Nepal until recently; it was also relevant with its engagement mode: working closely with Alternative Energy Promotion Centre (AEPC), akin a policy knowledge management hub, and designing a new financing approach (with equity and loans) in addition to the traditional dependency on subsidy and grants in off-grid electrification. With now high connection rates to electricity supply, going forward, UNDP could focus only on the most remote locations, plus upscaling solar energy in larger urban settlements (off grid and on grid), as well as, potentially, on clean cooking. The latter seems to be an area of major importance, which is not addressed comprehensively by any development partner and will impacts on multiple SDGs such as human health, CC, environment and women's drudgery.

By 2025, Nepal plans to decrease the rate of air pollution through proper monitoring of sources of air pollutants like wastes, oil and unmaintained vehicles, and industries.[62] Better management of natural resources, biodiversity and watersheds are also very relevant for the country, but so far, the regional BIOFIN project, is the only intervention specifically related to biodiversity, and while very relevant, it has a limited scope concentrating only on the approach for identifying and sourcing funds for biodiversity. The three projects starting in 2021 – on watersheds' management, urban and hospital waste management (with the latter two planned to be combined), are important steps towards post COVID green recovery, but aggressive RM for the POPs proposal and GLOFs is paramount. The upcoming project(s) on urban and l waste management are important in expanding the engagement in sustainable urbanization. With all the above, the CPD will have better ground for post COVID green recovery (see *Recommendation 8*).

Finding 5. The CPD contributing approximately 30 per cent of UNDAF's total resources is overly ambitious compared to the UNDP CO capacity to deliver, reduced development funding landscape and the federalization as an objectively difficult work-in-progress. UNDP CO structure, that has emerged

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[60] interview with UNDP staff
[61] NCCS Evaluation report, p.viii
[62] https://www.globalwaters.org/sites/default/files/nepal_country_plan_2020.pdf

as a result of the CO reorganization is a challenge in terms of successful CPD delivery. Adjustments are needed given the context and resource constraints.

The original CPD strategy estimated that US$209 million (non-core: US$175mil; core: US$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. The planned budget is about US$66.2million more than the previous CPD.[63] By 2019, UNDP was able to mobilize US$45.76 million (2018 - US$21.25 million and 2019 - US$24.51million). The delivery target for 2020 is US$23.86 million. The resources to be mobilized during the remaining CPD period (2021 and 2022) comes to US$139.61 million in order to achieve the CPD resource target of US$209million. This is discussed further in Chapter 6.3 on Efficiency. The Program as formulated turned out to be overly ambitious, given several factors, described below.

- **Changing (shrinking) development funding landscape nationally.** This was affected by the uncertainties related to federalization, and several agencies leaving. There are very few agencies supporting the CPD currently, which is partly related to that, partly due to certain tendency by the agencies to implement the projects themselves or contract private companies, and partly also UNDP's capacity constrains in resource mobilization (RM);

- **Federalization as an objectively difficult work-in-progress**. This, *inter alia*, affected the availability/ease of government resource allocation, but with an added element of the reluctance of the GoN to engage off-budget under NIM projects: this is discussed further under Section 6.3 on Efficiency. The expected contribution of the GoN was US$ 20.7million, while till now it is at the level of US$6.37million.[64] There was an overly optimistic view on the ease of government co-funding in the light of federalization at the conception, stemming, perhaps from insufficient political analysis of the country context pertaining to the planned federalization;

- **The optimization of the CO.** The optimization process entailed 30-40 percent of staff made redundant, and extending the field offices (FO) at 4 (but covering 7) provinces, shortly after the formulation of the CPD.[65] The Audit report has rated the CO as "*partially satisfactory/some improvements needed*" with the key reason being the inadequacy of the CPD and its Resource Framework. The optimization, while needed in the face of inflated staff numbers, seems to have resulted however, in part, in: (a) the management team weakened in terms of the RM (especially for the Resilience portfolio, as mentioned in the Audit Report, to leverage the resources from the vertical funds), with no one explicitly charged only with that; (b) the RM hindered by the programmatic silos, discussed under Section 6.3 on Efficiency; and (c) the FOs, set up without the necessary context analysis for each region they cover, with unclear functions (also mentioned in the Audit report), clearly missing, *inter alia,* explicit RM and coordinating functions. The CO is hiring a full time Development Economist position, with the expectation that this will, *inter alia,* elevate UNDP's in-country thought leadership: it would be desirable for this to include also contribution to RM.

Adjustments are needed given the context and resource constraints. There is clearly a need in (re) prioritization (also mentioned in the Audit report based on the assessment that the CPD is overambitious and not in line with the CO structure and capacities) with a better- articulated areas of focus, rather than scattered small projects, especially in governance.,. In that context, many government representatives interviewed for this MTR highlighted the need for UNDP to mobilize more resources towards poverty reduction and basic services with a focus on employment generation,

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[63] The CPAP (CPD) 2013-2017 was designed with a resource target of 159.34 M but was able to mobilize 167. 87 M (105.35%): UNDP CO
[64] UNDP CO data
[65] The current structure emerged as a result of the Optimization Plan, based on the Management Consulting team and RBAP Support mission in March 2018 with the Plan was delivered in June.

education and infrastructure[66] to mitigate the negative impact of COVID 19 on jobs and livelihoods. While this is justified, the links of DRR/DRM/CCA and governance /rule of law on one hand and poverty reduction on the other are clearly in need for better articulation.[67]

6.2. Coherence

Finding 6. CPD is mostly complementary to the work of the other major multilateral and bilateral development efforts and the work of other UN agencies, but could be better streamlined, especially in relation to local governance support.

There are a number of coordination groups of the development partners (e.g., federalism working group led by UNDP and USAID): these have been important avenues for coordination, in which UNDP has been one of the important agencies. However, the need for better coherence between development partners was raised during the CPD Annual Review, with a focus on the need for systematic and collaborative process to ensure that projects between the GoN and the DPs provide added-value to each other.[68] Positive examples were cited –Access to Justice and the Parliamentary Support project –closely coordinated and mutually reinforcing. This was also raised during the interviews for this MTR.

As for the UN agencies, more narrowly, UNDAF Steering Group is set up to, *inter alia,* ensure the coherence between UN agencies' programs. Plus, there are Outcome Working Groups for each of the four UNDAF Outcome Areas to define the UNDAF framework and respective areas of interventions. However, multiple UN agencies approaching the PLGs with fragmented and different agendas of small scale, seem to be creating some concern. The internal competition for resources, and PLGs becoming the focus of all resource windows is making it difficult to fully comply with 'Coherence' principles. More concerted work within the Outcome Groups and more engagement with each other in sharing may help to improve coherence. This challenge that dwells between 'Joint programming' to 'separate programs' of the agencies could be addressed to some extent by strategic thinking on how to approach the PLGs so that not to overburden and confuse them with the multiple agency's presence with insignificant incentives. Further, the collaboration and communication with other UN counterparts in relation to each other's portfolios and working in SDGs could be better.

[NB: Provincial planning commission feels that a single UN presence at the provincial level with more professional capacity would be more effective: this is not discussed in this report, but suggested to be considered by UNDP leadership within UNCT].

6.3. Efficiency

Finding 7: Resource mobilization has proved to be challenging. While this was affected by the changing development landscape, and Government co-funding challenges, the reasons also include internal inefficiency.

The largest amount that was to be mobilized from non -core sources was for the Resilience, DRR and CC portfolio (see Figure 5) and the largest amount that is yet to be mobilized is for the democratic

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[66] CPD review meeting
[67] highlighted also in the Minutes of the meeting of CPD review
[68] by Vivian Opsvik, First Secretary - Governance Adviser, Royal Norwegian Embassy

governance, rule of law and HR portfolio (see Figure 6). The CO had not mobilized sufficient resources for environment and governance related interventions, with the current environment portfolio reflecting only USD3.2 million in GEF pipelines for 2019 and 2020. Three projects under this portfolio will start in 2021 (see Section 6.4.4). At present most of the donor funding under the governance portfolio has already come to its end, indicating significant resource gap for this portfolio for remaining period of the CPD unless some new projects are materialized especially in the area of human rights and election support.

UNDP has been by far the largest contributor for funds so far (see

Figure 7) by UNDP TRAC I and II fund, which has been very important for sustaining some of the projects.

Figure 5: Budget (2018-22) by sources, US$
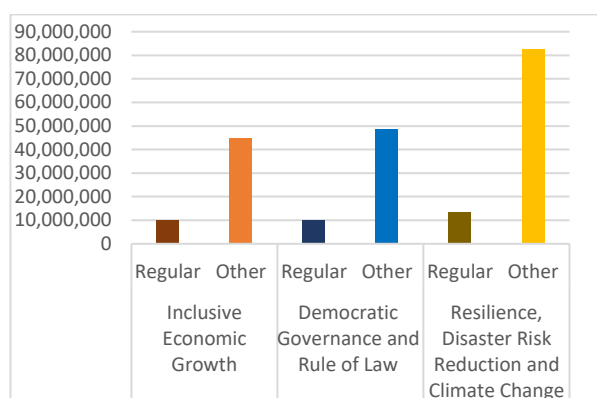
Figure 6; Expenditure and budget, US$ million
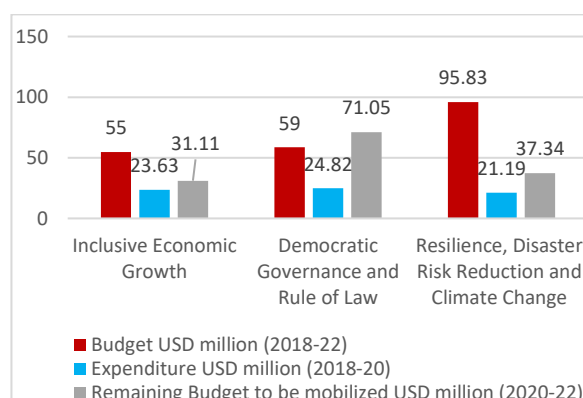
Source: UNDP CO Data

Figure 7: CPD funding sources 2018-2020, US$
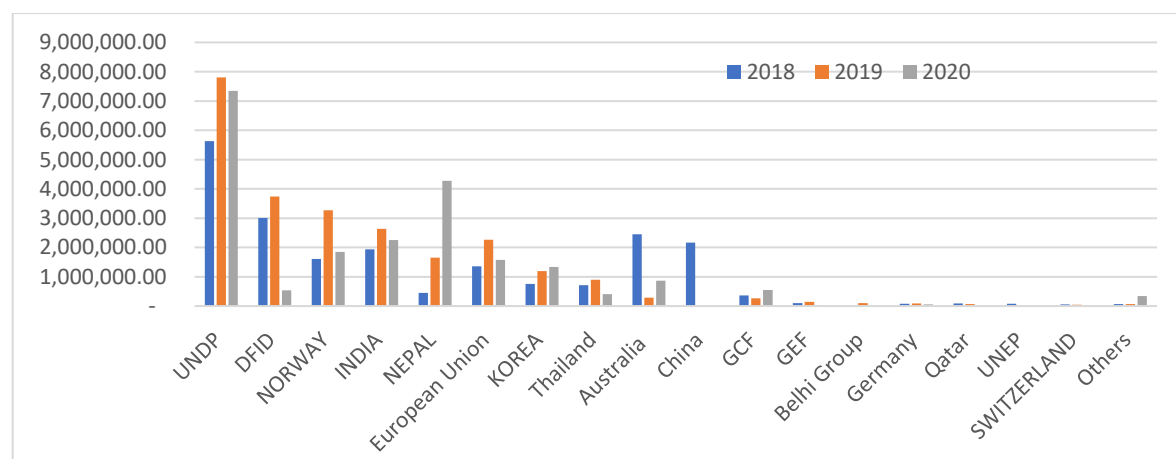
Source; Data provided by UNDP CO

The recommendation from the Audit Report, with which the MTR concurs, was for the CO:

- to update it Partnership and Communication Action Plan to bolster resource mobilization as needed and this MTR concurs with that (this has already been elaborated);
- to enhance the RM efforts to ensure healthy pipeline class conversion rates that result in a robust project portfolio; including with hiring a RM person and/or ensuring better utilization of existing HR capacity for that; and

- to aggressively pursue partnership building strategy with the development partners.

Finding 8: UNDP is a trusted partner for the GoN due to its neutrality, implementation capacity and long-term engagement. However, there is a certain mismatch in the expectations of the modalities of NIM execution and Government resource contribution to UNDP supported projects.

NIM is considered as one of the strong aspect of UNDPs effective partnership with the government which significantly adds value for the sustainability due to its government led 'modus operandi', especially in relation to policy-type interventions, although there are constraints to it. It is also observed that UNDP is in cases using a hybrid model with features of NIM in a DIM project and that seems working well (the ESP project as an example). Perceptions of government officials on the NIM/DIM modality vary from person to person, to some extent depending on the extent of the involvement in the project management. However, the National Project Directors (NPD)/National Project Coordinators (NPCs) of the NIM projects seem to have higher level of satisfaction regarding the management efficiency of UNDP in running the projects. At the same time there is a certain mismatch in the expectations of the modalities of NIM execution between UNDP and the Government, with the latter highly reluctant to engage the DPs (and UNDP among them) "off-treasury", in line with its Development Policy Framework. This has been an issue both when the central government agencies are the partners, as well as provincial and local governments. The result of this has been the challenges for UNDP to recover the costs of its Technical Assistance (TA). In principle, government lead agencies on development aid management like MoF, NPC, Office of the Auditor General do not prefer the transfer of government funds (including donors funds under the 'on treasury Support' model) to 'off treasury' mechanisms for government programs. There might also be some reservations from the donors as well on this approach.

There is evidence of this starting to change (see

Figure 7), with the GoN increasingly seeing the value of co-financing with UNDP:

- a significant TA agreement (US$10m) was concluded with the federal government which places UNDP strategically alongside the GoN in driving the all-consequential federalization capacity programme. However, the PLGSP-TA fund is part of the Joint fund of PLGSP contributed from the government and various donors; and this was government's choice in agreement with the PLGSP donors for UNDP take up this role as opposed to hiring a 'third party' (e.g., from the private sector); and

- the Ministry of Industry co-financed UNDP's TA to micro-enterprise development; and

There seem to be more examples of "joint funding", at the sub-national level,

- UNDP successfully raised 50 percent of financing (or US$1.4m) from municipalities to implement the SDG localization projects in the form of cost sharing (or joint funding) where the funds were not transferred to UNDP's account; and

- for infrastructure reconstruction in earthquake-affected districts, UNDP mobilized 14 percent of total expenditure (US$1.86m) directly from the community and 42 percent from the municipalities.

The LGs partnering with UNDP seem to be happy with these arrangements as long as UNDP extends its support as 'expert', facilitator and capacity builder for them. In a situation of capacity constraint and lack of innovative intervention concepts and projects, LGs see UNDP as a partner to look for. This is one way that the co-financing seems likely to develop, but UNDP needs to recover it costs and the on-budget mode also needs to be facilitated. The MTR concurs with the recommendation from the Audit Report for the CO to implement a robust plan for the communication and partnership building

with the Government, as mentioned, to see these early indications strengthened (see *Recommendation 2*)

Finding 9: *UNDP had been collaborating with other UN agencies, and other development partners with some examples of synergies, but there is room for improvement at least in terms of joint monitoring and evaluation.*

The CO is strategically positioned as the operational backbone of UNRCO. UNDP, while respecting the mandates and comparative advantages, had been collaborating with other UN agencies actively. There were events, and studies[69], but also joint projects and initiatives (see Table 6), e.g. UN agencies could engage more in joint monitoring and evaluation.

Table 6: Joint projects between UN agencies

S.N.	Programme	Participating Agency	Year
1	Private Sector Activities for Migration	IoM, UNDP	2019- - 2023
2	Enterprise and Jobs creation for most vulnerable - MPTF	ILO, IOM, UNESCO, UNDP	2020 - 2021
3	Reorienting public finance for SDGs acceleration (SDG Fund)	UNDP, UN Women, UNCDF	2020 - 2022
4	UNSD-FCDO Project on SDG Monitoring in Nepal	UNDP, UNSD	2020 - 2021
5	Support for Tourism Satellite Account	UNWTO, UNDP	2018 - 2021
6	Aawaaz (Voice) Inclusion for and by persons with disabilities	UNDP, WHO, UNFPA and UN Women	2018- - 2021
7	Support Programme on Scaling up Climate Ambition on Land-use and Agriculture through NDCs and NAPs (SCALA)	UNDP, FAO	2020 - 2022

Source: UNDP CO

There are examples of cooperation also with IFIs, but these are rare, e.g.:

- GoN-endorsed capacity needs assessment of the three levels of government, was supported jointly by the UNDP and World Bank; and

- RERL had strong partnership with ADB South Asia Subregional Economic Cooperation (SASEC) programme (in which RERL provides technical assistance and SASEC- the necessary grant and loan funding), World Bank's Private Sector led Mini-grid, the GIZ's Renewable Energy for Rural Areas (RERA) Project, the SNV project on health posts and health centers, DFID funded National Renewable Energy Programme.

In terms of bilateral aid agencies, there is no cooperation with USAID (only coordination), but there are established ties with some of them as donors, e.g., with Norway on governance and elections, Government of India (GoI) – on DRR, DFID- climate change adaptation (before recently)[70] and election, DFAT on MEDEP. However, the engagement of these long- time donor partners with UNDP seems

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[69] with UNICEF, ILO and other development partners in organizing an international conference on Resilient Social Protection for Inclusive Development, with the objective to see how social protection programmes such as social security allowances and cash transfers, can be scaled-up and strengthened in Nepal and reach out to the farthest one first; with RCO and other UN agencies in celebrating important international days, including Women's Day, Environment Day and 16 Days of Activism and advancing the SDGs; with UNICEF, in line with UN Climate Action Summit, organizing a Mock Youth Climate Summit and collaborating with Climate Launchpad Nepal to nurture innovative climate responsive business ideas; with WHO, UNICEF and GIZ to support the Ministry of Health and Population to organize an international workshop on health care waste management and WASH, with a resolution passed making sound waste management and adoption of safe WASH measures mandatory for all public and private hospitals;

[70] in 2019 DFID awarded three contracts to private sector companies for (a) Nepal Climate Change Support Programme,(NCCSP) Phase 2, to, inter alia, strengthen the capacity of GoN (both central and new local governments) to implement CCA programming (b) Nepal Renewable Energy Programme, to build the capacity of GoN to lead and deliver investments in line with the National Off-Grid Renewable Energy Framework, working with the AEPC and the Central Renewable Energy Fund; (C) Nepal Urban Resilience Programme, including supporting national level government to develop, implement and monitor policy on urban disaster resilience (with a focus on 8 urban centers).

sliding down both in-terms of number of projects and scale of support; in some of those cases, donors have changed the modality of implementation.

UNDP's success in building partnerships with new donors such as KOICA, India and China Aid, Qatar fund, Thailand, Mauritius are notable, however scaling up of the level of funds being received through them and continuing the partnerships for future projects is the strategic area where UNDP needs to work further. The possibility of long-term partnership with these donors beyond current commitments is not indicated strongly so far and need further exploration. It is to be noted that most of these donors do not have any long-term country specific support strategies, hence, it is most likely that their engagement will remain episodic and small. Donor partners like India and China, having a different type of diplomatic relations with Nepal, the political economy of these support may also vary according to the tone of the political/diplomatic relations of Nepal with these countries.

The relations with IFIs and traditional donor agencies need to be built upon and the avenues with non-traditional partners explored with long-term relation building strategy (also in the Audit report).

Finding 10: While there was some improvement recently, and the presence of successful examples UNDP could do better in internal coherence, ensuring nexus/synergies among the three portfolios, and reducing silos

There are some successful examples of strong synergies between the three portfolios. For example, (a) under the economic growth portfolio, in the eight (8) earthquake affected districts, the restoration of community infrastructures and access to RES were linked with income generation activities (under CILRP), (b) the Accelerator Lab contributed as a vehicle in mapping, exploring and experimenting innovative solutions related to unplanned urbanization (example: waste management , open spaces / public spaces) and economic empowerment (youth entrepreneurship, women economic empowerment), and (c) Development of Disaster and climate resilient risk informed planning, and DRR policy and Strategic Actions Plans at sub-national level complement to the governance portfolio. But there are also examples of missed opportunities*.* For example, livelihood- building interventions could have been linked with TVET programme and its integration with SDGs.[71]

Several key interviewees for this MTR concurred that, even though there was improvement, there are still silos between the three portfolios, which could be lessened, with the benefits of synergies better utilized. A few of the reasons behind the silos, and hence the opportunities for improvement lie in: (see *Recommendation 1*)*:*

- Somewhat disjointed interlinkages in programmatic function between the Program Advisers, Portfolio Managers and Field Offices due to different reporting lines;

- no explicit function of coordination by the Field Offices (FOs), while the FOs could be the bridges between provincial government and UNDP in coordination and quality assurance of the projects; and

- lack of enabling environment, e.g., with (a) databases which would enable identifying projects in the same localities, and (b) e-portals for inhouse cross sharing and mutual learnings to improve internal communication and sharing.

This MTR mostly concurs with the recommendations from the Audit report that the CO, in consultation with the Regional Bureau of Asia and Pacific (RBAP) should consider reassessing its governance

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[71] the research on "Integration of Skills Training in the Lifelong Learning process" in 2019 identified that skills trainings need to be aligned with the functional literacy programs, services for livelihood support, income generation, health awareness, cultural preservation, application of indigenous knowledge and social transformation through partnership models to impart quality.

structure, thereby: (a) articulating the need for a unified approach of its programmatic engagement strategy in order to enhance the clarity on its accountability expectations and minimize duplication of its efforts; and (b) reviewing the reporting lines and the structure of the FOs based on programmatic footprints and priorities and broadening their roles to local programme implementation support.

Finding 11: UNDP CO has demonstrated considerable adaptive management capacity, helping it to stay relevant, in the context of the existing programmes, working in the environment of dramatic changes, having to adapt to the federalized context, the implications of COVID19 and resource constraints, while also implementing office restructuring.

UNDP has been responding to emerging challenges in the 1st half of the implementation of the CPD well, staying relevant, e.g., with the assessment of the impact of COVID-19 and providing other immediate support to the Government in that context; repositioning its FOs to address the growing capacity building needs at the SNL; etc. A few examples of this adaptive management are due:

- CDRMP seized the opportunity to shift its focus to provincial and municipal level; with the SNL gaining the DRM mandate as a result of federalization;

- RERL, originally designed to support the implementation of the mini hydro and large solar PV projects funded by the AEPC/GoN's multi donor umbrella project on renewable energy – NRREP, amidst the challenges and changes, has turned challenges into opportunities, expanding the reach to RE equipment importers, manufacturers and vendors, banks and financial institutions, communities and community leaders, and various DPs;[72]

- Projects under *Inclusive Economic Growth* and *democratic Governance portfolios* such as CMDP, CILRP and VCDP, PSP, ESP, PLGSP have used flexibility and quick response for COVID situation both within the existing planned activities and also adding some new activities. Assuring access to market and supporting the supply chain of fresh vegetables by providing small transportation vehicles to the cooperatives, supporting local government institutions (LGIs) in responding to the needs related to the establishment of quarantine centres and managing them, conducting webinars with women on 'COVID effects' on them, starting online support under A2J- are some of the examples of such adaptive actions and using projects' leverage to responding to the urgent needs emerged on the backdrop of pandemic.

This adaptive capacity was highly valued by the partners, including government agencies across the portfolios especially for its quick response. Donors also seemed supportive of such approach taken by UNDP. LGIs are appreciative of the 'quick response' of UNDP to support them in dealing with COVID 19 response management through including with the provision of testing equipment in several areas.

Finding 12: The CPD suffers from imperfect MEL systems: (a) *unclear project objectives with weak results chains; (b) monitoring and reporting systems that could be better both in terms of project reports and CPD RRF; (d); and (d) lack of capturing of Lessons Learnt.*

This MTR observed situations where the projects were amended with other funding while the project documents remained the same, with the old TOCs. Cases of added outputs in existing projects, and/ or a set of new intervention under the same identity were noticed. This was noted also by the Audit report with the recommendation that SOPs are instituted, stipulating formulation of new project documents/amending together with the results chains in such cases.[73] The CO had recently addressed

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[72] evaluation report, 2019
[73] Audit report noted the "UNDP Programme and Operations Policies and Procedures" stipulate that a project document must be developed for all projects and support the TOC that links the project activities with the programme outcome. The achievement of the programme Outcome also depends on the availability of the funds to support projects; and this implies that the funding for projects should be carefully managed through a pipeline of approved and proposed projects. The audit team noted unclear project objectives with weak results chains (based on a sample of 6 out of 24 projects). 3 of these projects had various new outputs added before and after the

this, as the MTR team was informed. The messy results frameworks (as above) make the task of monitoring challenging by definition. The monitoring function could be strengthened, and the FOs could also play a complimentary role.

It should also be noted that the APR's do not provide reference to the linked SDGs and also no corresponding contributing projects are cited. The CPD output indicators should have clear linkages to the respective projects that are expected to contribute to the particular indicator.

Several evaluation reports mention the lack of capturing the Lessons Learnt (e.g., for NCCS and RERL). Even for the highly successful RERL project this was not done; and the same for reconstruction activities (but the latter is in progress, albeit delayed die to COVID (NB: hence this CPD MTR missed the opportunity to have looked into the lessons learnt from different interventions). A portfolio wise 'synthesis' of the lesions learned, and compilation of positive and negative factors would be useful for project formulations in future (see *Recommendation 3).*

Finding 13. UNDP CO communication with the development partners has improved recently: there were issues in the past both with communication and visibility and there is still a room for improvement with the DPs, Government, and the public.

The CO has a comprehensive communication strategy developed based on the Strategic Plan 2018-2021, communication guidelines of the HQ, and a 'client perception study' conducted as part of the 2013-2017 Country Program and Action Plan review during the course of the consultations for the preparations of this CPD. This Strategy was revamped recently, after the Audit. The implementation of this strategy is supported with an annual detailed action plan with a long list of planned activities of wide range with a scope of engagement with different sector stakeholders.

It is not clear to the MTR to what extent those host of communication and knowledge management activities are implemented, however (see *Recommendation 2*). There seems to be a room for improvement, as the MTR revealed certain issues with lack of communication with the DPs, even though it is acknowledged by the staff that communication for visibility is necessary for the RM. Improved communication with the public and the governments at all levels is essential for the local buy-in and also for the RM in the case of the latter. This has been improving, for example, with the training of journalists about UNDP, SDGs' reporting, etc. For example, there is a collaboration with UNICEF on online training for the journalist through FM radio. Still challenges remain with NIM modality, whereby the NPMs often do not see 'communication' as a priority. A combination of FM Radio, Social Media, SMS and other media are used as appropriate, but there is a lack of readily available 'information one pagers' on projects, project briefing sheets. UNDPs public communications are often perceived as focusing on 'success stories', without 'failure stories. Micro level field presence and over-publicity to this is not really appreciated by external critiques (including from the government sector). Embedded on the success of the Governments work, the project reports often tell what the program has achieved but without assessing the role of the UNDP TA *per se*.

The importance of improved communication with the Governments has been discussed earlier. Hence there is a need to Improve communication at all levels, including with donors for RM. There could be also a better targeted distribution of the knowledge products as part of the communications strategy.

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original end dates. The Original ProDoc RF was not revised despite being extended, and each donor funded component has its own RF with donor reporting based on specific donor funds without a consolidated results chain.

6.4. Effectiveness

6.4.1. Overall Effectiveness

Finding 14: *Outcome level achievements, to the extent it could be judged at this stage with the data available, are mostly on track and only at risk for one indicator - accessing formal justice system by the vulnerable.*

This could be seen in Table 7. For the indicator on "*Share of bottom 40 per cent in total income*" there is no result reported even for 2019. The National Leaving Standard Survey is the data source for this, conducted by the Central Bureau of Statistics (CBS): its update is due. Many players contribute to these indicators however, including UN agencies. Unless high achievements are assured at the CPD. output level, it will be difficult to credit UNDP for any positive changes at the outcome level indicators. Having analysed the achievement of the CPD Output Indicators (see the next Finding), these Outcome indicators reflect the areas of work where UNDP's contribution was strong: related to job creation (1.1, and hence SDG 8.3), losses of human life and economic loss (3.1 and 3.2, SDG 3 and SDG 1), and related to the implementation of UPR recommendations (2.1 SDG 5, 10. 16 and also 2.2 to a certain extent).

Table 7: Extent of achievement of CPD Outcome level targets

	Indicator	Baseline and Target 2022	Rating by MTR team
1.1.	Proportion of population living below the national poverty line	Baseline: 23.8 (2016) Target: 14.4	on track with 16.67%
1.2	Share of bottom 40 per cent in total income	Baseline: 11.9 (2016) Target: 15%,	*No result even for 2019*
2.1	Percentage of Universal Periodic Review recommendations implemented	Baseline: 7.5% (2016) Target: 60%	on track already in 2019 with 80%
2,2	Number of vulnerable people accessing formal justice system	Baseline: 37,694 (37% female) (2016) Target: 200,000 (33% female),	at risk based on 2019 data 70064, no new data for 2020
3.1	Number of losses of human life compared to average annual loss between 2005 and 2015	Baseline: 1,110 (2016) Target: 350	on track with 400 in 2019, but no data for 2020 [74]
3.2	Percentage reduction in direct annual economic loss due to damage and/or loss of agriculture, housing and critical infrastructure	Baseline: Five-year average (2010-2014 Target: Achieve national target	on track with 0.5 in 2019, but no data for 2020

Source: UNDP CO

Finding 15. *47 percent of CPD output indicators are on track, despite having the third of the planned resources: this is commendable. Overall, however, the successful delivery of the CPD is at risk, unless there is an aggressive resource mobilization for the pipeline projects. Out of 34 output indicators, 15 are on track, 9 are off- track and 10 at risk[75]. This was affected also by COVID and Federalization-related challenges.*

47 percent of CPD output indicators are on track, despite having the third of the planned resources. Several output indicators are off-track due to not mobilizing resources (especially under resilience portfolio), and while, as per CO information, funds for 5 projects are secured or at signing stage to be

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[74] It is compiled at end of 2020 only. The data is up to date on MOHA DRR Portal supported by UNDP

[75] According to UNDP CO informal report, which was prepared for this stage and describes the results as of September 2020 against the milestones of 2020m see Annex 7 UNDP Nepal CPD 2018-2022- Milestone and Progress as of September 2020

materialized by early 2021, which will be helpful in expediting the CPD target recovery in the remaining Period, RM remains is concern. These are discussed below (see **Table 8**).

Under the ***democratic governance portfolio*** there are 12 output indicators in total, the status of the indicators as assessed by the MTR is:

- 6 indicators are on track, some exceeded the targets. Most of them contribute to SDG 16. Several of these indicators surpass the targets. Most of the accomplishments were before the COVID-19 pandemic. Also, the activities at federal level with ministries and central partner agencies were progressing during the COVID-19 situation;
- 3 indicators are at risk, the COVID 19-caused disturbances and lockdowns seeming to be the main reason for this lagging behind. The comprehensive capacity building plan is at the verge of rolling out but on hold. The interventions at PG levels are also affected due to mobility restrictions. Similarly, the access to legal aid service is also affected by the lockdown but the lagging behind the target has started in 2019;
- 3 Indicators are off track: Indicators that are related to PLGSP are lagging behind mainly due to its late start and also the TA as well. Also, the COVID-19 situation disturbed the field level activities at SNL level.

Under the ***Economic Growth Portfolio***: There are 7 output indicators, of which:
- 4 indicators are on track, mainly contributing to SDGs 7 and 8. Achievement under the job creation indicator surpasses its target. The energy access at household level is also on track and currently exceeds its set annual targets;
- 1 indicator is at risk. The indicator 1.3.1 "*Extent to which updated and disaggregated data is being used to monitor progress on national development goals aligned with the SDGs (SDG 17.18)",* has issues in terms of its means of verification and source reporting and is not SMART (Specific, Measurable, Achievable, Relevant and Time-bound) enough see a reflection on tis later in this Section), with the targets as "*largely*", and reports like "*somewhat*", "*enough*". This indicator contributes to SDG 17;
- 2 indicators are 'off track', works are at early stage and no significant progress has been made so far. The related interventions were planned for 2019/2020, but affected by the COVID-19.

Under the ***resilience portfolio:***
- 5 indicators are on track, contributing to SDGs 11 and 13;
- 4 indicators are off track, 3 due to non- RM and 1 due to late RM. The "Developing climate resilient livelihoods in the vulnerable watershed" project was approved recently, so the 1st of these targets (3.1.3) will start to register some progress, next year, but the proposal on the POPs has not been submitted yet (3.2.3) and there is no firm confidence that the "Himalayan Challenge" project will be funded (3.4.1); and
- 6 indicators are at risk. There are risks associated with the fact that the CDRMP has funding only until next year for now and the further EU funding is not assured. The other risks are mainly due to COVID, and also federalization challenges.

Having said all of the above, it is important to note that the indicators do not capture all of the important results or the lack of thereof. For example, under the economic growth portfolio, the output indicators do not fully capture the project activities such as VCDP, CMDP in particular their contribution in institution building and system development in the partner sectors such as the cooperatives. And finally, the rating system, which the MTR follows based on the guidance provided is somewhat crude to capture the nuances. Therefore, the achievements are discussed under the next several findings, by portfolio (Sections 6.4.2; 6.4.3; 6.4.4), with references to CPD Output Indicators.

Table 8: Achievement of Outputs

	Indicators
Inclusive Economic Growth Portfolio	
On track	• 1.1.1. Number of full-time equivalent jobs created with UNDP-supported interventions (SDG 8.2) • 1.1.2. Number of households with energy access with UNDP-supported interventions (SDG 7.1.1) • 1.3.2. National integrated financing framework for 2030 Agenda is in place • 1.3.3. Ease of 'doing business in Nepal' improved in three areas: starting a business; getting electricity; and getting credit
At risk	• 1.3.1. Extent to which updated and disaggregated data is being used to monitor progress on national development goals aligned with the SDGs (SDG 17.18)
Off Track	• 1.2.1. Urbanization strategy implemented for disaster and climate-resilient service delivery and economic development (SDG 11.a) • 1.2.2. Number of targeted municipalities with risk - informed planning, budgeting and service delivery capacities strengthened (SDG 11.b)
Democratic Governance, Rule of Law and Human Rights Portfolio	
On track	• 2.1.3. Number of laws drafted/reviewed in an inclusive and participatory manner to implement the constitution (SDG 16.3) • 2.2.1. Number of provincial governments with planning, monitoring and oversight systems and procedures for accountable government functions and inclusive risk-informed service delivery. (SDG 16.6) • 2.3.1. Number of women benefitting from private and/or public measures to support women's preparedness for leadership and decision-making roles (SDG 16.7) • 2.3.2. Number of civil society organizations using open platforms and networks to have an effective voice in national and subnational governance and decision-making processes • 2.3.3. Number of people benefitted from UNDP- supported (public/governance institutions) outreach on civic and electoral education • 2.4.2. Number of conflict victims who are provided with transitional justice services to address their grievances
At risk	• 2.1.1. National level comprehensive capacity development plan implemented to enable the federal and subnational governments to function in the federal set up • 2.2.3 Number of PGIs ensuring public access to information and protect fundamental freedoms, in accordance with national legislation, international agreements and best practice in the region (SDG 16.10) • 2.4.1. Number of people having benefitted from integrated legal aid service, as per integrated legal aid policy (SDG 16.3)
Off Track	• 2.1.2 Activities of National level comprehensive capacity development plan implemented to enable the federal and SNL governments to function in the federal set up • 2.2.2. Number of LGs with planning, monitoring and oversight systems and procedures for accountable government functions and inclusive risk-informed service delivery. (SDG 16.6) • 2.2.4. Number of LGIs that ensure public access to information and protect fundamental freedoms, in accordance with nat. legislation, int. agreements and best practice in the region (SDG 16.10)
Resilience, DRR and CC Portfolio	
On track	• 3.1.1. Disaster damage/loss database, disaggregated by age and sex maintained, analysed, disseminated and applied in decision-making (SDG 13.3) • 3.1.3, Number of risk and vulnerability assessments conducted for municipalities. • 3.2.2. Number of rural and urban municipalities in having local development plans that integrate CCA/DRR (SDG 11.a) • 3.5.1. Percentage of new private houses meeting minimum compliance for earthquake resilience • 3.5.2. Number of people benefitting from livelihood-related recovery measures • 3.5.3. Number of municipalities that have strengthened recovery assessment, planning and coordination functions (SDG 11.b.1)
At risk	• 3.1.2. Number of risk and vulnerability assessments conducted for priority sub-watersheds, sectors and municipalities, [NB: 0 recorded for 2020, related to LDCF/GEF project to start; the rest is under DRR] • 3.3.1. Number of sectoral ministries integrate CCA/DRR in their plans based on National Planning Commission mainstreaming guidelines; • 3.4.2. Number of functional emergency operation centres; • 3.4.3. Flood risk reduced in number of potentially dangerous glacial lakes (RM issue "Flood and Glacial Lake Outburst reduction") • 3.3.1. Percentage of annual allocation and expenditure for climate risk management and recovery in selected sectors (below target due to COVID related economic slowdown); • 3.5.3. Number of rural municipalities that have strengthened recovery assessment, planning and coordination functions (under target due to COVID) • 1.2.2. Number of targeted municipalities with risk - informed planning, budgeting and service delivery capacities strengthened (SDG 11b); **(Economic Growth portfolio,** eBPS related below target)
Off Track	• 3.1.3. Number of risk and vulnerability assessments conducted for priority sectors [LDCF/GEF project yet to implement]; • 3.2.3. Number of persistent organic pollutants (POPs) covered under new regulatory mechanism; • 3.4.1. Number of people benefitting from eco- system services through enhanced management of natural resources, biodiversity and watersheds

Error! Reference source not found. presents a compiled overview of the indicator performance assessment status of the three portfolios. It shows that the CPD is 44.1 percent OnTrack, 29.4 percent at risk and 26.5 per cent off track. In terms of performance the situation of indicators in Economic growth are at lead (57.1 percent on track), followed by the governance portfolio (50 percent on track) and then Resilience portfolio (at 33.3 percent). However, this is not by any means a performance assessment of the portfolios.

Table 9: Compiled presentation of the performance assessment by the output indicators

Performance across portfolios on output indicators					
Portfolio	On track	Off track	At Risk	Total	Portfolio Ranking
CPD All	15	9	10	34	
%	44.12	26.47	29.41	100	
Resilience	5	4	6	15	3
%	33.33	26.67	40	100	
Inclusive Economic Growth	4	2	1	7	1
%	57.14	28.57	14.29	100	
Democratic Governance	6	3	3	12	2
%	50	25	25	100	

Source: MTR Analysis

Finding 16 *Out of ongoing projects only 11 were slated to continue after 2020, but only 6 are surely starting. There were also 8 class B projects that needed funding to commence in 2020, but such funding has not materialized so far. This contributes to the assessment if the CPD delivery being at risk.*

This is also mentioned in the Audit Report. Currently UDNP has 28 proposals (see Table 10) under consideration (5 in Category A, 8 in Category B, and 15 in category C) with: 14 under Resilience, DRR and CC, 7 under Inclusive Economic Growth, and 4 under Democratic governance, rule of law and HR portfolio; 3 proposals are categorised as "others" (cross cutting areas):

- *Category A*: Regarding funding status 5 proposals have already secured funds or at a stage of final agreement signing (2 under Resilience, DRR and CC, 1 under Democratic Governance, Rule of Law and HR, and 1 under Inclusive Economic Growth (plus 1 in the 'other' group);

- *Category B*: One proposal, under Resilience, DRR and CC has already secured funds (watersheds management), 2 are approved (urban and hospital waste management, which will be merged), and 1 is at proposal development stage. The 2 proposals under Democratic Governance, Rule of Law and HR for Election and HR are also at the stage of proposal development and negotiations with the donors (for HR at local level and for election support through Brussels office with the EU as part of its global support for elections). Funding for these two are likely to be secured in early 2021. Two (2) proposals under Inclusive Economic growth are already at advance stages of negotiation with the GoN and proposals are at MoF for co-financing, which has been already conceptually agreed; and

- *Category C*: 3 proposals under the Resilience, DRR and CC portfolio are already submitted, another 3 are at concept stage, and 2 are under active discussions with potential donors. Out of 4 proposals under Inclusive Economic Growth, 2 are under discussions (one with China under SSC, and one on tourism in Karnali with PG) and 2 are at the concept stages. There is only one proposal under Democratic Governance, Rule of Law and HR portfolio in this category, which is on transitional justice (TJ). There are 2 proposals in 'other' groups (the one on Gender under joint programming is also at concept discussion stage).

It is noted that

- project ideas under the *democratic governance, rule of law and HR portfolio* are on the least side, but look safe in terms of the likelihood of securing funds;
- under *Resilience, DRR and CC* the number of the proposals is on the higher side. UNDP has not yet submitted a proposal on persistent organic pollutants (POPs), lagging behind the planned output targets (the plan is to submit in 2021) [currently class C proposal on "POPs and Managing Chemical Waste (GEF)]. It is possible but not certain that the "Flood and Glacial Lake Outburst reduction (GCF- a substantive (US$31 m) concept note) will be approved next year, but at MTR, it is negatively reflected in the achievement of outputs; and
- under the *Inclusive Economic growth portfolio* 2 proposals in category B are likely to be materialized as co-financing from the government is already earmarked, however the scope and size of these two projects are expected to remain small.

In this, context UNDP needs to focus on: i) developing and timely submission of quality proposals for the global funds, and where appropriate intensify negotiations for *Resilience, DRR and CC* Portfolio, ii) develop more project concepts to work on under the *Democratic Governance, Rule of Law and HR Portfolio*, and iii) the *Inclusive economic growth portfolio* needs more but substantive proposals in the pipeline not only for this CPD but as part of preparation of next CPD as well.

Table 10: Pipeline projects

Portfolio	Category A	Category B	Category C	Total
Inclusive Economic Growth	**1 Proposals** • CMDP extension to Gandaki, PG co-financing, at a final stage.	**2 Proposals** • 1 SKILLs GoN already secured fund for co-financing • 1 NTB and MoT already forwarded to MoF,	**4 Proposals** • 1 with China SSR discussions at advance stage for CILRP type. • 1 on Tourism in Karnali is under discussion with PG • 2 at concept stage	7
Democratic Governance and Rule of Law	**1 Proposals** • PLGSP components, Fund Earmarked by EU, proposal is at final negation stage.	**2 Proposals** • Support to NHRC for additional works, under discussion with donors, most likely to be materialised early next year. • Proposal Formulation process for Election support is going on for EU support as a global funding.	**1 Proposal** • One in TJ at concept discussion level.	4
Resilience/ DRR/CC	**2 Proposals** • 1 LDCF Funds Received • 1 with China (SSC) – **Approved**	**4 Proposals** • 1 Hospital waste management project approved (**will be combined with urban waste management**). • 1 proposal submitted to EU (ECHO) • 1 on disability, climate change and DRR proposal submitted and under considerations • 1 is under concept finalization stage.	**8 Proposals** • 3 at concept stage • 2 proposal submitted to the GoN • 1 GCF proposal ready for June 21 round. • 1 GEF proposal is waiting for GoN approval letter. • 1 DCF proposal submitted jointly with ICIMOD	14
Other	1 Proposal • on Returnee migrants already started, SDC fund		**2 Concept Stage** • Joint, 1 under MPTF, and 1 under SDG fund.	3
	5 Projects	8 Projects	15 Projects	28

Source: UNDP CO

Spreading too thin, having projects of small scale, that has been observed by MTR team, is prone to result in higher transaction costs and should be avoided, unless well justified (a pilot-type intervention). It has to be also noted that working with constitutional bodies would, indeed, require having separate arrangements due to their autonomous nature, but this would also pose a high transaction cost for the CO, and questions on the value for money would arise.

6.4.2. Contribution to the intended outcomes: Inclusive Economic Growth portfolio

Finding 17: The projects have been able to enhance livelihoods/ income sources and jobs at local level for the beneficiaries with the focus on women and vulnerable groups, helping achieve the GESI goals. The policy level support in SDG localization and effective ODA management contributed localization, monitoring and reporting of SDGs, and aid management platform (with the Aid Information Management System (AIMS)) linked with ODA provider DPs and international NGOs.

The outcomes from this portfolio seem to be in two different areas with little direct interconnections. At local level, 'job creation' and local capacity building is one set of focus, and enhancing the federal level institution's policies, tools, and capacity on development finance management- another. Capacities built at all three levels on SDG localization, financing and reporting are yet another set of outcomes under this portfolio. There are mixed results at all levels affected by Covid19.

UNDP has had a strong contribution to **increased levels of Productive Employment**. The focus on job creation is interlinked with local institutional capacity building in policy formulation, program planning and financing of such activities, establishing the ground for sustainability of the approach. Support to the localization and institutionalization of MEDPA at SNL is a significant aspect of the interventions under this portfolio. The interventions are focused on women, and vulnerable groups (thus strong in GESI). For example, UNDP (based on its own reports) has supported 21,883[76] new entrepreneurs during this period of the CPD (18,163 women, 5,033 Dalits, 9,191 indigenous nationalities and 2,188 Madhesi, off which 19,038 – youths) through MEDPA, creating more than 180000 jobs for poor and marginalized group of people; importantly, this was done through UNDP track II funded SDG localization projects like CDMP, VCDP, working with cooperatives on increased productivity and VCD.

UNDP has been able to facilitate **access to market** with farmers' participation (more than 50 percent [77] women) in decision-making (CDMP). The project support is appreciated and valued by the partners both at policy and implementation levels. Due to the limited scope of engagement, there have been cases of demand and expectations surpassing the supply capacity. The matching cash contribution requirements were felt as a hurdle by some groups, limiting their ability be able to participate. This initiative is treated as a 'Research and Pilot' by UNDP and the implementing partner ministry at the federal level. UNDP supported 71 cooperatives (on target) with 1539 members in total (739 women) benefiting from capacity building (based on UNDP's own reports).[78] Women's' participation in decision making roles within the cooperatives increased. Impressive results were achieved at the policy level, with inputs to several policies, directives and guidelines such as: *Strategy to Achieve SDG "Poverty Alleviation"*, *"Stabilization Fund' 'Operationalization Directive",* and *"Cooperative Unification Directive"* prepared by Department of Cooperatives, which are expected to help strengthen the cooperative sector as an effective pillar for local economic development in line with the national priorities.

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[76] ROAR 2019, p. 4
[77] ibid
[78] ibid

UNDP contributed to **increased production and planning capacities**, with 26 cooperatives having collection centres and better services to the farmers such as improved facilities, cold storages, price information sharing and crates provision.[79] A prototype low cost 'Cold Room' technology was introduced- a novelty in the local market. More than 5,000 farmers (40 percent women, 15 percent from ethnic groups or Dalits) saw increased incomes: support with productive inputs, technical training, exposure to technologies (at 282 farm demonstrations through Farmer's Field School' approach) had contributed to this.[80] Thirty-seven (37) municipality staff were trained in planning. The training on postharvest loss management and marketing benefited 318 participants (27 percent female).[81]

From 'Piloting' perspective, work on 'VCD' and ' with Co-operatives' also came with challenges, which could be expected and this is a new working partnership both for UNDP and the cooperatives: it is important however to document the lessons and address the root causes of challenges.

UNDP contributed to increased productive employment also indirectly by **supporting vocational education** with (a) TVET policy that focuses on poor and unemployed youths, as well as (b) recently endorsed National Education Policy 2019; and (b) support to MoEST with the web-based National TVET-MIS, that synchronizes the TVET related information of four (4) federal line ministries (with 288,000[82] individuals in the database, who have received TVET across the country) that has a potential to contribute to evidence based TVET Policy making and planning. Despite the fact that TVET is an overcrowded sector with longtime engagement of the WB, ADB, DFID, SDC, and other UN agencies, the strategic work that is done by UNDP has set the ground for a reform of TVET in the country in the context of federalization, as one of the drivers for job creation in the post COVID-19 scenario and could help target the 'foreign Employment Returnees' who may choose to look for meaningful income generation activities in the country. Interesting progress has been noted also at the provincial level: the Ministry of Social Development of the Sudurpaschim province (covering 88 local levels of all nine districts) was supported with a GIS based digital portal of skill-mapping.[83]

Overall, the contribution of the CPD to the outcome level under this portfolio is remarkable. However, upscaling the scope of the interventions to help the beneficiaries to take a leap from 'subsistence level' to 'income growth model' is not surfacing visibly and somehow remains as an under-explored opportunity (see *Recommendation 6*)

Finding 18: *UNDP contributed to improved Official Development Assistance (ODA) management capacity, with monitoring, reporting and database systems for better coordination and collaborations with development partners.*

The development financing and ODA availability at this point is at a critical juncture in Nepal due to Covid-19*.* Post-earthquake reconstruction, Federalism implementation and now the Covid-19 impact are putting pressure for more development financing in Nepal. The ODA landscape is thinning and may be redirected towards COVID-19 support in future. The need and demand for ODA will be at raise for next two to three years. In this context it is very crucial for the GoN to have clear understanding of the current political economy of DP's ODA support to Nepal and the global scenario in near future. The CPD made significant contribution towards improving the ODA management, and SDG financing related policy environment and institutional capacity. In particular:

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[79] ibid
[80] APR 2019 VCDP p. .6
[81] ibid
[82] ROAR 2019 pg.4
[83] APR 2019 SKILLS pg.8

- To track and manage ODA data efficiently, the establishment of a localized, functional AIMS with SDG coding features is one of the milestone achievements. 393 GoN and DP focal points were trained in AIMS[84] and inputting aid management related data directly is gradually practiced. This is expected to allow the MoF to be better informed on the real-time data on the delivery of the ODA;

- The MoF has developed and started implementing a new International Development Cooperation Policy (2019), which offers a framework to align foreign aid mobilization/management with the new federal structure, and new international economic architecture including blended finance; and

- Procedural guidelines of Development Cooperation Mobilization in Provinces and Local Levels were formulated, which are tailored to the federalized context. Federal, provincial, and Local level GoN officials improved their Negotiation, Project Management and Cost Benefit Analysis skills.

However, a wider perspective, to capture the foreign aid management in broader sense (including 'out of treasury, and off budget spending of the DPs, and also the direct financing from international agencies to the INGOs/NGOs) are missed out in these achievements. It is also noted that there are some concerns of the DPs in relation to the polices, process, and legal barriers that are putting donors in an unclear situation on how and to what extent they can enter into working partnerships with SNL governments. This was noted earlier in the context of the UNDP itself. the lack of clarity related to the policy and procedures regarding the development assistance mobilization, and lack of SOPs for the DPs to be able to get guidelines on how they can work at SNL seems putting the DPs on a 'holding back situation'. There also seems to be a need to have clarity and mutual understanding between the GoN and the DPs regarding the management of ODA in the country in the federalized context. UNDP could have used (and still can use) its leverage of current engagements with MoF and NPC around this issue: to work on 'A framework of Mutual Responsibility' in accordance with the Paris Principles on Aid Management.[85]'

The need for improvements in Public Financial Management (PFM) and Gender Responsive Budgeting (GRB) aspects at federal level, the need for transforming the same at provincial government level, and improving the fiscal accountability measures at all levels have significantly increased in the country. This is an area clearly linked with 'accountable, transparent, and responsive governance' at all levels. UNDP has past engagement in the GRB and PFM but not under this CPD (see *Recommendation 2*)

Finding 19: *With SDG monitoring and localization and enhanced voluntary national reporting on SDGs (already completed 2nd round) UDNP was able to contribute to improving the planning and database management capacity at provincial level: this was much valued by the provincial authorities, however, there is more to be done in terms of fully developing these systems and institutionalization.*

Notable progress was made in internalizing SDGs that created enabling environment in securing more resources for poor and vulnerable in line with the principle of LNOB. In partnership with the NPC, UNDP supported the estimation of Nepal's local HDI. This offers benchmark reference data for PLG for planning and monitoring processes. The index is expected to be used in preparing the National Human Development Report (NHDR) 2020. In 2019, the *SDGs Needs Assessment, Costing and Financing*

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[84] EDFC MTE 2019 June, p.28
[85] EDFC MTE Recommendation

Strategy was widely disseminated among government officials. It is expected to contribute to aligning SDGs with the national sectoral budgetary allocations and development planning.

UNDP supported the Central Bureau of Statistics (CBS) in developing the Online National Data Portal (ONDP), a web-based data generation and management system. This is expected to help the policy makers in evidence-based decision-making for SDGs implementation. UNDP enhanced the capacities of 478 (76 women) senior NPC and sectoral ministry officials in planning, budgeting and implementing SDG-responsive national Monitoring and Evaluation (M&E) systems.[86] UNDP provided technical support to prepare the approach paper of 15th Periodic Plan. Six (6) of the seven (7) provinces prepared SDG-friendly periodic plans and two (2) of them published SDG baselines. Many of the 753 LGs have started preparing development plans to effectively address development challenges in the local context and in line with the SDGs. Nepal so far has gone through second round of voluntary reporting on SDGs, in which UNDP played a supporting role to the government.

Finding 20: UNDP's work on resilient reconstruction and recovery of vulnerable communities in the post-earthquake context has contributed towards the attainment of the expected urban resilience results, even though a separate project on "urbanization" has not materialized as yet.

Some of the notable achievements include:

- In 2019, with UNDP support, ward level DRM plans were developed for two (2) urban municipalities. Municipal DRR Strategic Action Plans were prepared for another six (6) municipalities;

- At the provincial level, UNDP partnered with Karnali Province to prepare a provincial-level risk sensitive land use plan (RSLUP), based on the usability and success of RSLUP piloted in Kathmandu Valley. UNDP had developed electronic building permit (eBPS), an automated system that helps in ensuring compliance of buildings to national building code and local bye-laws, coupled with a tracking mechanism and a database system that help improve in service delivery by the municipalities. In 2020, UNDP supported the use of eBPS in two (2) municipalities in Kathmandu valley, namely Changunarayan and Madhyapur Thimi (but below target, indicator 1.2.2); and

- UNDP helped to transform the former Regional Emergency Operation Systems (EOCs) into Provincial EOCs in 5 provinces (except 1 and 5). To enable proper functioning of these PEOCs and better collaboration with National EOC and DIMS, UNDP supported interconnection of these EOCs and technically supported National Emergency Operating System's ICT functions.

Through the recently approved extension of CDRMP, concentrating on urban resilience, UNDP is expected to build the capacities of the municipalities in risk-informed planning and budgeting process leading to resilient urban centers.

Also, the Accelerator Lab Nepal started collaboration Kathmandu Metropolitan City to work on youth and women's employment by piloting the idea of Kathmandu Business Hub, and with Lalitpur Metropolitan City to promote green pocket parks.

6.4.3. Contribution to the intended outcomes: Democratic Governance, Rule of Law and Human Rights portfolio

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[86] ROAR 2019 pg.7

Finding 21*: UNDP has been working with ECN as a long-time partner and supported the last three federal elections: this has been instrumental in strengthening the Election Management capacity of the ECN, creating citizen engagement mechanisms in the electoral management process effectively.*

UNDP has been supporting ECN since 2008 (until 2018) along with the EU, Norway, USAID and DFID, overlapping with the current CPD for one year only. UNDP has contributed to facilitating the conduct of the elections but also helped ECN in improving its voter's registration process, developing modules for voter's education, election staff training, and election monitor orientation programs.[87]. With UNDP technical assistance, the ECN developed its first GESI policy and action plan. In 2013 elections, women's share in voter turnout was 51 per cent and one third of polling staff were women.

After the end of the donor support, UNDP continued to support ECN on the development of its strategic plan, organizational needs assessment and electoral reform initiatives with additional internal resources. The achievements are on track, effectively delivered and likely sustainable (see *Recommendation 4*)

Finding 22: *PLGSP TA built on the UNDP's long-time legacy of being instrumental in developing and institutionalizing bottom up (14 step) decentralized planning process at LG level, including with the landmark Local Self-governance Act 2049 that set a strong basis for effective local governance and fiscal decentralization in the country.*

Originally, this TA component was designed for a third-party implementation modality, however the GoN in agreement with the DPs of PLGSP, handed this task to UNDP under NIM arrangement. This is in a way a hybrid model between 'third party outsourcing' and UNDP NIM. On UNDPs part this is a milestone achievement of getting substantial funds from the government. The PLGSP donors perceived UNDP as a trusted and experienced partner to handle this complex task. This is at an early stage: the hiring of staff, establishment of Provincial Projects Implementation Support Units, and setting working mechanisms both at central and provincial levels were being executed even during the COVID 19 lockdown period, but due to the related disturbances, the inception phase was not completed on time and hence the delivery as planned is lagging behind. PLGSP is a complex project with a very wide and diverse scope. Its implementation may be a real challenge for Ministry of Federal Affairs and General Administration (MoFAGA), and in such times there might be higher level of expectations from the GoN going beyond the scope of this TA, which will further complicate the task of UNDP (see *Recommendations 7 and 5*)

Finding 23: *Support to NHRC and other HR sector organizations in the country has a long history, but currently the engagement (SPSP) is at a no cost extension period with UNDP core funds as the donor support (DFID, SDC, Norway) ending in 2018.*

Other than its core support to NHRC for the implementation of its strategic plan, UNDP had also supported some of the other six (6) constitutional rights commissions (most of them do not have commissioners nominated as yet; two (2) of them have chairpersons, but the secretariats are already setup and working). UNDP supported NHRC in its capacity building, development of the SOPs, guidelines and manuals for its operations and capacity building events that the NHRC would deliver to HR defenders in the country. NHRC highly values the support of UNDP in its international reporting obligations through capacity building approach (see *Recommendation 7*).

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[87] The final evaluation of ESP project 2018

Finding 24: *UNDP contributed to successful milestones in improving access to justice for women, marginalized and vulnerable groups, working effectively on creating an enabling institutional mechanism and building capacities.*

UNDP had a longstanding contribution to strengthening Justice sector institutions. Under this CPD UNDP contributed to improving the access to Justice for women, marginalized and vulnerable groups, effectively addressing critical institutional and service provision related issues within the justice sector institutions. In particular, UNDP helped built the capacity and systems/processes for effective operation of the Judicial Committees at local government level, and supported the development of free legal aid policies for a comprehensive support for women, Dalits and other vulnerable groups. Comprehensive legal aid policy enactment, development of SOPs, guidelines, process and code of ethics for service providers and supporting the implementation of these tools are some of the achievement at policy implementation/management level. This was made possible due to the engagement with strategic policy institutions like the Office of the Attorney General, Nepal Bar Associations and the court system. UNDP has established itself and been accepted as a reliable partner by the LGs in supporting improved access to justice at the palika level for the vulnerable groups.

Socio-legal aid services to nearly 84,000 people (implemented under a pilot scheme by UNDP) is a remarkable milestone, that led to the formulation of an integrated national policy on legal aid and a significant increase in the GoN's budget allocation. UNDP also succeeded bringing the private sector service providers in the 'legal Aid' services. The planned activities for 2020 will be affected, however.

On the Transitional justice side, despite the lack of clarity and slowed down initiatives from the GoN side, UNDP has made an effort to be connected with the stakeholders of this agenda in the county, including the conflict victim groups.

6.4.4. Contribution to the intended outcomes: Resilience, Disaster Risk Reduction and Climate Change portfolio

Finding 25: *UNDP had a strong contribution to post-earthquake reconstruction, development of climate resilient infrastructure, and supporting the shift to preparedness and DRM with policies, guides, local plans and their implementation.*

UNDP's assistance related to the post-earthquake reconstruction was very effective. The communities most affected by the 2015 earthquake – in Gorkha and Sindhupalchowk and Dolakha districts were supported, with a focus on the most vulnerable to reconstruct their houses and socio-technical services (with Building Back Better principle embedded) and in-kind support (on track, indicator 3.5.1.). Fifteen (15) Community Based Disaster Management Committees have been formed with the development of 15 plans – to reinforce the linkages between recovery and reconstruction leading to informed risk reduction;[88] a revolving Resilience Fund was established to allow most vulnerable house owners to rebuild their houses on a sustainable basis. Hundreds of masons and NRA engineers were trained on cost effective building construction technology. UNDP's engagement in providing livelihoods recovery and socio-technical facilitation for post-earthquake reconstruction, is complete: a Lessons Learnt Report with the NRA is planned.

In terms of Preparedness and DRM, UNDP helped the GoN in meeting some of its critical milestones to comply with Sendai Framework for DRR (SFDRR). The key achievements include support for the

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[88] CDRMP report 2019, page 3

development of the *National DRR Policy 2018* and *Strategic Action Plan (DRR- SAP 2018 - 2030),* the revision of the *National Disaster Reduction Framework, 2013* and *draft Relief Standard and Guidelines* in line with the federalized context. To enhance preparedness for annual flood risks in southern Nepal, UNDP helped the government to draft the *Early Recovery Cluster Flood Response Contingency Plan 2019.*

With UNDP support, the MoHA established the NDRRMA in 2020: it proved to be timely in the light of COVID 19. The DIMS (bipad.gov.np) was launched in 2019. Nepal can now maintain gender and disability disaggregated data on loss and damage (L&D) by disasters, to which key affected sectors have contributed at national and SNL. Public-private partnership strategy for increased investments for CCA/DRR is being developed.

The *Framework for risk informing provincial and municipal level development planning* was under finalization at the time of the MTR. UNDP helped the government in localizing DRRM priorities at the SNL. With UNDP support, all seven (7) provinces and ten (10) municipalities prepared DRR policies and action plans in line with SFDRR priorities (on track, indicator 3.1.3).[89] Despite not yet having a dedicated urbanization programme, UNDP's work on post-earthquake resilient reconstruction and recovery contributed towards improved urban resilience (with two (2) ward level DRM plans in Chautara and Indrawati urban municipalities –based on vulnerability capacity assessment (VCA) as planning and decision-making tool for municipal authorities to guide their infrastructure projects (on track, indicator 3.5.3). UNDP built the capacities of the municipalities in risk-informed planning and budgeting processes that could lead to resilient urban centres.[90] Going forward, the needs are in building SNL capacities in DRM (e.g., with DIMS, guides, tools and training (as discussed under the Section on Relevance). Here the challenge is that the current EU funding is ending 2021 and the follow up funding is not assured, as mentioned earlier.

An Inventory of *Glacial Lakes and Prioritization of Critical Glacial Lakes for GLOF Risk reduction* was developed with UNDP support in 2019 and will allow evidence-based decision-making for the government (but the indicator 3.*4.3. Flood risk reduced in number of potentially dangerous glacial lakes* is at risk, since the "Flood and Glacial Lake Outburst reduction" proposal is yet to be approved). UNDP also supported capacity building of Tribhuvan International Airport and strategically selected domestic airports.[91]

COVID19 highlighted the need for better preparedness for epidemics and pandemics in most countries, including Nepal. In close coordination with the World Health Organization (WHO), UNDP has swiftly responded to requests from national and SNL governments to help them prepare for, respond to and recover from the COVID-19 pandemic, focusing particularly on the most vulnerable. The short and medium-term response translated in activities that focus on the three major areas: Health System Support (providing much-needed medical supplies, assessment of quarantine facilities and public awareness on COVID-19), Socio-economic Recovery (by mobilizing cooperatives, developing enterprises and community infrastructures) and Crisis Management and Response (by enhancing crisis response and management capacities at the sub-national level, which include communication support and skill transfer to provincial governments and municipalities)[92].

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[89] CDRMP report 2019, page 2
[90] under the recently approved third phase of the ECHO-funded recovery project focusing on urban resilience
[91] under CAAN leadership on the airports' preparedness for disaster response, under a global partnership on Get Airports Ready for Disaster (GARD) between UNDP and Deutsche Post DHL (DP DHL).
[92] https://www.np.undp.org/content/nepal/en/home/coronavirus.html

Finding 26: UNDP had a strong contribution to mainstreaming adaptation options in line with Nepal's commitment to UNFCCC and the Paris agreement. The results could have been more pronounced if there were strong links with disaster planning, more policy level engagement, explicit upscaling strategies, focus on water-energy-food nexus and livelihoods enhancing CCA technologies.

UNDP helped with the formulation of LAPAs, building the capacity of the stakeholders on climate adaptive local planning system; in doing so, UNDP was successful in leveraging municipal co-financing, as a sign of strong local government ownership. LAPA approach was instrumental for local level climate change adaptation planning.[93] GoN recently endorsed LAPA framework, [94] but at the same time the GoN is sending mixed signals, in parallel starting to support integrated local DRM and climate plans. As discussed, UNDP should be consistently supporting the latter.

Fourteen (14) municipalities in Karnali and Far Western Provinces were supported in building climate resilient infrastructure[95], working with and through Community Based Organizations (CBOs), thus also capacitating them and the municipalities to develop LAPAs and integrate the latter into the annual planning and budgeting. According to UNDP, it enhanced climate change adaptation capacity of 71,143 local people, of whom 36,283 were women, and improved the capacity of 406 elected representatives and 208 officials of 14 municipalities on climate resilient development planning.[96] However, still, the concept of climate resilient development and/or climate resilient infrastructure is relatively new at the municipal level. There is a need to (a) develop criteria and/or operational guidelines for resilience building/resilience development; (b) engage provincial governments in project planning and monitoring through relevant coordination and/or steering mechanism and (c) further build municipal capacities for CCA under new federal system of governance, ensuring municipal role in fund flow and monitoring of investment at the municipal level through creating a municipal level project fund management committees with clear guidelines on operational and maintenance funds, and co-financing mechanism.[97] This observation echoes the point made earlier about the concern related to multiple plans at the local level in the face of limited financial and human resources of the nascent local governments (see *Recommendation 8*).

Concrete out-scaling and up-scaling strategies for good practices (ranging from livelihood options to alternative energy) were lacking. Innovative adaptation options contributing to production and income generation should have had more attention (e.g. implementing production-based resilience innovations with special focus on women group).[98] The engagement at the policy level was limited. The recently approved "*Developing climate resilient livelihoods in the vulnerable watershed*" with the funding from the LDCF, is likely to be one of the two main vehicles for UNDP engagement in CCA support, building climate and disaster resilience and prioritize the delivery of the Climate Promise. "*Flood and Glacial Lake Outburst reduction*" (GCF- a substantive ($31 m) concept note) is possible to be approved next year.

Finding 27: UNDP has supported CCM with promoting RE and revisions of NDC and, indirectly, electronic building permits' system to support the adherence with the building codes. UNDP has managed to bring about transformational changes in thinking about rural and decentralised RE in

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[93] CDRMP report 2019, page 2
[94] NCCS Evaluation report, 2019
[95] 77 integrated climate- resilient development projects (CRDP) on irrigation systems, improved seeds, flood defences, and alike
[96] ROAR 2019 (p. 19)
[97] ibid
[98] ibid

Nepal at community and local level by facilitating, private sector engagement and commercial financing

In the part of RE, UNDP has contributed to the formulation of national policies and planning viz. national plans, with, e.g., the *White Paper of the Ministry of Energy, Water Resources and Irrigation (2018), Rural Energy Policy (2017), Renewable Energy Subsidy Policy (2017)* and *Delivery Mechanism (2018),* and the *draft Renewable Energy Development Board Act (2018)*. It had a strong contribution also to delivering innovative financing options, capacity building of the local community, developers and banks, empowering women, creating conducive environment for enterprise development, scaling up RE technologies and piloting new avenues such as grid-connection of RE systems. In particular, it has helped to design and operationalize innovative financial tools such as partial credit guarantee, vendor financing and vendor challenge fund to attract the private sector to develop off-grid RE projects with commercial financing. This was a market change in which private sector and local communities increase investments in larger RE projects, run existing micro mini-grids more efficiently, policy decision-makers at national and local level engage in building an enabling environment (with appropriate policy instruments and incentives) and in which financing institutions recognize the economic potential of larger and grid-connected RE and make finance available. In terms of technology innovation, the engagement was instrumental in bringing larger RE off-grid technology from the stage of 'demonstration' to 'deployment'. The next step in the technology innovation cycle is to bring it from 'deployment' to larger-scale dissemination,[99] but ensuring that the Municipal Energy Plans have a holistic view, and consider potential grid connection, as appropriate, and here UNDP could support with TA:[100] upscaling solar energy RES for urban areas is indeed in line with the Government priorities, as described in the Context Section, and builds on the successes. Despite all the progress described above, clean cooking is still a challenge in Nepal, and this is yet another area to potentially engage in (see *Recommendation 8*).

UNDP also supports revisions to Nepal's NDC targets. Based on the interviews, this work had raised some issues with the DPs, who are now joining in. Based on these targets, UNDP plans to support the MoFE to develop a roadmap for NDC implementation. The success in RM for the POPs proposal is important to enhance the CCM portfolio (see *Recommendation 8*).

Finding 28: *UNDP is making important progress in supporting integration and mainstreaming of climate finance (CF) into sectoral plans and budget systems on three fronts: (i) systemic change through institutional support mechanisms; (ii) tools and methodologies; and (iii) building capacity of government officials. There is no overarching policy as yet, however.*

In 2019, with UNDP support, the MoF implemented the *Climate Change Financing Framework (2017)* – a reform roadmap to systematically (a) manage CF, including domestic CF and (b) mainstream CF allocation, track and deliver into the sectoral planning and budgeting processes. Budget allocation for climate change and DRR increased from 10.73 per cent to 19.45 percent within one year, but the latest target has not been met, likely affected by the slowing of economic activity.[101]

After the methodology of gender mainstreaming into CF in the agriculture sector was approved UNDP helped the MoF to modify its Line Ministry Budget Information System database to enable the Ministry of Agriculture and Livestock Development (MoALD) to integrate gender into CF at the activity level in line with gender responsive climate budgeting (GRCB), This is an indication of government readiness

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[99] RERL Terminal evaluation report, 2019, p. 14
[100] ibid
[101] UNDO CO

to elevate gender priorities in climate change interventions. After MoALD adopted enhanced climate budget tagging methodology, the climate finance allocation for 2019/20 increased by 24 percent (from 27 percent in 2018/19); the percentage of annual allocation against total budget increased by 4 percent to 30.24 percent in 2019.[102] The 2020 results (not yet available) will show how the adoption of enhanced budget tagging system influenced overall climate budget tagging in irrigation sector.

UNDP also has invested in training local organizations in accessing CF: the Alternate Energy Promotion Centre became the first national accredited entity to the GCF. While all of the above is very important, several interviewees reflected that more could have been done at the policy level (with a climate finance policy).

Finding 29: With the regional BIOFIN project, UNDP is helping Nepal – government and other stakeholders – with a comprehensive methodology to (a) review the existing policy context; (b) measure expenditure level for biodiversity, (c) calculate future financial needs and (d) design strategic plans to deploy a right mix of financial solutions. It is at the beginning stages yet. No funding as yet is available for tackling improved eco-system services.

Out of the 4 reviews (Policy and Institutional Review (PIR); Biodiversity expenditure Review (BER), Finance Needs Assessment (FNA) and Biodiversity Finance Plan (BFP), envisioned under the BIOFIN project only the PER is ready for now, with the plans affected by COVID 19. The planned workstream on eco- system services did not materialize due failure to raise funds. There is currently only a class C proposal: German Government climate funding window with ICIMOD for Ecosystem Restoration (GCS) (see *Recommendation 8*).

6.5. Sustainability

Finding 30: Under the Economic growth portfolio, UNDP has helped to put in place certain elements of sustainability, mostly related to institutional and policy level achievements and resource sharing from development agencies, municipalities and communities. However, the sustainability of the results at household level might vary across the initiatives: most of the projects under-articulate the sustainability and exit strategies.

The is a strong potential that the community level productive infrastructure will serve sustainably, with the provision of 'maintenance funds', but risks remain in relation to such infrastructure as the 'collection centres', 'cold rooms', and 'market centres'. The likelihood of sustainability depends on the continued interest, trust and ownership of the farmer/producers: the deep-rooted 'middlemen ' system in the supply chain in agriculture products, and on the spot pre-harvest purchasing practices by the middlemen are some of the threats. During the interviews for this MTR, it was not clear whether measures are thought of/applied to tackle these potential situations. As for the *household level,* the sustainability of the initiatives in support of the livelihoods strengthening depends upon the 'income upscaling potentials' for the households, hence, ultimately- on the possible paths of income growth. Only post- project monitoring could help assess whether this is happening or not.

Policy, processes, tools and SOPs, program management approaches, and alike that have been initiated and are becoming part of the annual plans of the governments at all three levels with which UNDP has engaged, with its support instruments from MEDPA-TA, VCDP, CMDP, CILRP are likely to be

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[102] ROAR 2019, p.25

sustained. This includes the strategic collaboration with the NPC, MoF, and CBS level with, e.g., with Aid Management, SDG localization and Monitoring, effective data management:

- MED related provisions have been incorporated in policies, acts, bylaws and guidelines of all three level of governments. MED/MEDPA is included in 15th Five Year Periodic Plan of the GoN. Similarly, MED related provisions are also included in Local Governance Act and Industrial Enterprise Regulation 2019, Provincial Industrial Enterprise Act, and National Periodic Plan. MEDPA has adopted the GESI-MIS database for the M&E and the reporting;

- TVET policy has been featured in National Education Policy 2076 (2019) that focuses on skills development and vocational education for poor and unemployed youths; and

- Development Aid status assessment, and aid management mechanisms developed at MoF (EDFC) are likely to remain as regular part of the IECCD/MoF.

Capacity development initiatives as well as knowledge products would enhance the institutional capacity of NPC and CBS especially in the area of SDG based planning, monitoring and reporting, and data management. It is likely that this will ultimately help to institutionalize systems and procedures at NPC and CBS. The provincial level planning and data management capacity is likely to be sustained, however still the work is not complete yet and there are risks: for example, while MEDEP is internalized by Government at the central level, there are sustainability risks at provincial and local levels stemming from the low absorption capacity.

Finding 31: Under the Democratic Governance, rule of law and HR portfolio there are results that are likely to be sustainable. The organizational level capacities in-terms of policy instruments, SOPs, rules, process and tools that are developed are likely to be sustained. However, in terms of the capacity building of the government staff, the risk of the trained ones leaving is high (due to elections, transfers and turnover).

The capacity building related training and orientation modules developed by projects like A2J, SPSP, ESP, PSP are going to remain within organizations and used: these agencies have valued such products. Some examples of such achievements include:

- The guidelines and code of conducts for providing comprehensive legal aid to vulnerable and marginalized groups adopted by the agencies concerned (A2J);

- The policy and process related SOPs developed at the LGs in relation to the Judicial Committees - as basic instruments for their functioning;

- The formation of the separate "Sustainable Development Committee' at the federal parliament (upper house), for which UNDP could be indirectly credited for. The SDG orientation, and other capacity building interventions targeting the MPs (especially women MPs) are likely to remain as part of regular activities of the secretariat in its planning;

- The voter registration systems, voter education related models and guidelines that are developed, used and tested by ECN (ESP) are likely to become part of the election management system in future. The practice of periodic strategic plan development, its review and needs' assessment frameworks and practices are now regular management tools of ECN (ESP/UNDPA);

- NHRC has, *inter alia*, institutionalized effective management tools in planning, implementation, monitoring, staff capacity building practices and manuals. The practice of the periodic review of the strategic plan and its effective implementation is now part of its regular

management framework that increases its efficiency and effectiveness. Also, the presence of UNDP as one of its working partners made a difference in confidence building of NHRC; and.

- Partnering CSOs have enhanced project management skills by virtue of working for UNDP projects: these skills will benefit their organizations' efficiency in future.

Finding 32: Under the resilience, DRR and CC portfolio, there are necessary building blocks for the sustainability of the program results, with, in particular (a) working both upstream (legislation and policy) and downstream levels, generating evidence that feeds upstream (e.g., with pilots), and (b) investing heavily in capacity building of various types of stakeholders. The CO could do better in terms of (a) having well-designed sustainability plans upfront, consistently for all the projects, and (b) taking into account better the absorptive capacity of the municipalities (both human and financial resources).

There are many examples of supporting the development of important policies and legislation, which is an important building block for the sustainability of the results. This applies especially to DRM and sustainable energy subthemes, and was discussed in detail under the "Effectiveness". There are also examples of ensuring sustainability whilst working at downstream components, e.g., with the Resilience Fund in the case of reconstruction (additionally supported by the *Building Back Better* principle). There are cases where pilots were taken over by the Government and the DPs and applied widely after government approval, as in the case of LAPAs, energy plans, and RSLUPs. UNDP invested significant resources in capacity building of the government agencies at all 3 levels, as well as other actors, like CBOs and local entrepreneurs, as in the case of local masons. Built capacity is also an important building block for sustainability prospects, especially if carried out with the sustainability design in mind, but in the case of the government agencies the sustainability will depend on the extent of the staff retainment. UNDP has worked often with the local training institutions (e.g., through Nepal Administrative Staff College (NASC), Local Development and Training Academy, Council for Technical Education and Vocational Training (CTEVT) and academic institutions such as Tribhuvan University where DRR/DRM is mainstreamed in training and academic curricula: these are very good examples illustrating that thinking about sustainability was part of implementation. Mainstreaming D/CRM into academia through TU-CDES (with CDRMP) has been particularly important for the policy work contributing significantly to bridging academia and policy discussion. Having said that there are rare examples of explicit plans upfront for sustainability and scale up: this was lacking for example under the NCCS project.

The projects under this portfolio mostly benefitted from a strong government ownership which is essential for sustainability. However, there is still room for targeted actions aimed at ensuring sustainability prospects. For example, under AEPC, there are over 1700 micro hydropower plants about 500 of which face operation and maintenance (O&M) issues.[103] Plus, there are risks associated with the potential of main grid reaching the mini-grid catchment areas: appropriate mechanisms could allay these risks, and UNDP should play a crucial role to develop these in coordination with AEPC.

And finally, there is the threat to sustainability that has been mentioned earlier: the limited resources (human and financial) of the yet immature local governments, for example for the local DRM plans,[104] compounded with only five percent of the total capital expenditure of the government currently spent in DRM.

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[103] UNDP/GEF (2019) Terminal Evaluation of Renewable Energy for Rural Livelihoods (RERL)", p.14
[104] At local level, funding mechanism include Provincial DM funds and Local DM funds that can be used to finance DM activities at each respective level. However, due to limited budgetary provision, the elected municipal bodies might encounter financial deficit while seeking to fulfil their functions in disaster risk management

6.6. Cross-Cutting Issues

Finding 33: *The CO has overall strong mechanisms, procedures and policies to ensure gender equality and empowerment of women, human rights and human development by primary stakeholders. The CO has been effective in positioning UNDP Nepal as a champion of GESI both in its programmes and in the advocacy arena.*

The CO has a dedicated GESI Programme Specialist: this has contributed to the fact that the government agencies consider UNDP as a GESI champion, and turn to it if any GESI advisory support is needed at policy level even beyond the projects.

Figure 8 indicates that the majority of the projects have gender marker (GEN) 2 i.e., gender equality as a significant objective, and this is more prominent under the Governance and Rule of Law and Inclusive Economic Growth portfolios.

Figure 8: Portfolios by gender marker (number of projects)
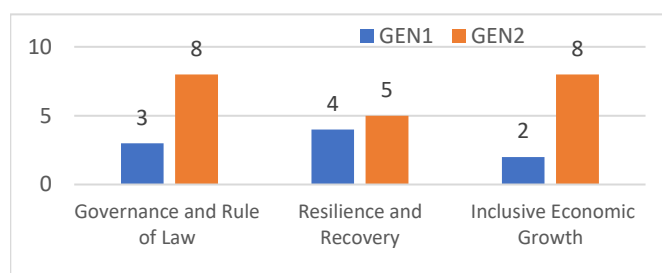
Source: UNDO CO, NB: some projects lacked marking, and some had multiple, due to several stages

The CO has fielded various interventions on gender- based violence (GBV), particularly with new security-sector stakeholders, such as in a joint campaign on prevention of GBV: based on UNDP figures, more than 1113 Armed Police Force Officials and students (38 percent females), were sensitized on GBV and its prevention.[105]

During the COVID pandemic, UNDP response was swift: it connected with women leaders particularly mayors and deputy mayors to gain a better understanding of the current situation and prevention and response efforts being made at the local level, the challenges of health and management of quarantine, relief distribution, socio-economic and livelihood challenges. Vulnerable women were reached to assess the impact of COVID-19 on them, *inter alia,* through webinar that covered about 600 women (ECN).

Technical support to develop the GESI policy to the local governments was also initiated in 2020. UNDP also explicitly focused on promoting the rights of PWDs, and sexual minorities, and other excluded and marginalized groups through policy advocacy, knowledge development, capacity building, etc.

UNDP has been working with partnering line ministries and other agencies to develop GESI strategies and plans*.* More focus should be put on building the capacity of local stakeholders (ministries, local governments) to promote gender mainstreaming by them in the policies and interventions that they design (see *Recommendation 10*)

Finding 34. *The CO, overall, has been effective in (a) addressing the needs of the most vulnerable groups in the country, including with mainstreaming and (b) promoting gender equality. The consistency of applying this across all the interventions could be improved however, along with ensuring sustainability with corresponding, formally approved, guides and procedures.*

There are many examples of mainstreaming the concerns about the vulnerable groups, e.g.

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[105] ROAR 2019, p. 29

- The key strategic policy documents for DRM, namely the National Disaster Response Framework, National Relief Standard and Guidelines integrated GESI analyses and priorities, and the D&L database design integrates gender and sex-disaggregated data: this guided gender-informed design of specific interventions across all phases of the DRM cycle;
- While conducting the progress assessment and review of SDGs implementation, progress on gender-specific SDG goals and targets is being compiled and analysed. GESI was part of the preparation of SDG Baseline report for three provinces: Gandaki, Province 5 and Karnali; and
- The methodology of gender mainstreaming into CF in the agriculture sector was recognized as a pioneering step among the regional and global climate finance forums.

UNDP successfully promoted GESI in its interventions, including women' empowerment. A few examples highlight this:

- with post- 2015 earthquake reconstruction efforts UNDP targeted PWD, economically disadvantaged people, women-headed households, and the elderly. UNDP CO estimates that it directly assisted 1,450 vulnerable households to reconstruct their houses; in Gorkha, 5,500 vulnerable households were provided with socio-technical services to reconstruct their houses.[106] In Sindhupalchowk and Dolakha districts, 150 most poor and vulnerable house owners from 15 wards completed their house construction. Besides, another 1,585 households received sociotechnical support enabling them to complete their house construction and 470 households received in-kind support (On track, indicator 3.5.2);[107]

- In the eight earthquake affected districts, the restoration of community infrastructure was linked with income generation activities (CILPRP), benefitting, according to UNDP, over 176 thousand people (51 percent women, 8 percent Dalit, 46 percent Janajati, 1,408 PWDs and 1,098 single women headed households),[108] with, *inter alia* improving access to RES for 12,568 households (34,250 women) with micro-hydro (5,766), mini-hydro (5,899) and solar (913) systems.[109] 216 livelihood initiatives benefitted 38,465 people (50 percent women, 9 percent Dalit, 62 percent Janajati, 443 PWDs and 248 single women- headed HHs).[110] Besides, 4,000 flood affected households of Siraha received household start-up packages.[111] The community infrastructure which were directly beneficial to women were prioritized, women-friendly livelihood opportunities and skill development were promoted. Special attention was given to PWDs; e.g., gender and disabled friendly infrastructure including toilets were constructed;

- MEDPA created 18,163 women micro-entrepreneurs (83 percent of the total) of which 16,249 (90 percent) were young women[112] while SDG localization project created 1,159 women MEs.[113] In addition, an orientation was provided on GESI, sexual harassment and child protection policy to al MEDPA-TA staffs for them to be more alert in their TA for MEDPA;

- 2,000 women farmers were trained on optimal farm practices and 800 women cooperative members - on marketing, record keeping and business planning.[114]

There are a few examples that demonstrate a focus on youth:

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[106] ROAR 2019, pa.12
[107] ROAR 2019, p. 20
[108] APR 2019 CILRP page 4
[109] Ibid
[110] ibid p 7
[111] Ibid p 4
[112] ROAR 2019 page.4
[113] Ibid p 4
[114] APR 2019, CMDP p. 29

- MEDPA TA 'Growth Model' was developed for targeting approximately 700 youth to help them established as young entrepreneurs and employers. This model is to be approved by the MoF;
- UNDP collaborated with the National Youth Council to organize 'World Youth Skills Day' for first time in Nepal. More than 100 skilled youth entrepreneurs participated and promoted their products to attract young people to entrepreneurship;
- The collaboration between Kathmandu Metropolitan City and Accelerator Lab Nepal on 'Kathmandu business hub" targeted employment promotion for urban youth and women;
- The workstream on TVET addressed the need for (re)training of youth to increase their chances for productive employment;
- UNDP in collaboration with the UN Youth Group, provided needs-based training to the youths (500+ expected by the end of 2020) from marginalized and rural communities, PWDs, and LGBTIQ+ communities, willing to pursue their career as development practitioners.

There are successful examples of UNDP promoted gender equality in the projects, e.g.:

- UNDP produced a documentary to raise awareness of policy makers and planners on the rights of sexual minorities and ways of uplifting their economic status through quality technical and vocational skills. That reached over 36,000 viewers and followers;[115]

- Thirty-three (33) percent representation is ensured in the construction committees set up by the cooperative market development project, which gives them a role in decision-making; and

- Out of the 71 selected cooperatives, 16 are all women' cooperatives while in the energy sector, 10 of 28 enterprises are women-owned.[116]

The concern about vulnerable households was not present however in all interventions: for example, it was lacking under NCCS.[117] UNDP should ensure that this is done consistently, along with ensuring sustainability with corresponding formally approved guides and procedures. UNDP should also make GESI related reporting more comprehensive and visible in various project reports as well as at country level. UNDP could do more in supporting LGs in designing and implementing GESI projects in association with local CSOs making a more effective use of its GESI expertise. Working with private sector and academia on human rights and GESI could also be considered (see *Recommendation 10*)

Finding 35. There are only a few successful examples of partnerships with the private sector: more could be achieved if appropriate de-risking mechanisms are employed. RM could be pursued through corporate foundations. Engagement with the private sector entities though their associations could support policy making and serve as an entry point for engaging with them in implementation.

There are a few examples of co-implementation with the private sector, e.g., with (a) Yeti airlines in promotion of SDGs and carbon emissions, (b) DHL, on building surge capacities of the airports to prepare for disasters; (c) Building Permit Studio, in the context of the reconstruction and (d) Fujitsu Japan and Tohoku University Japan, under DIMS initiative (through UNDP's regional initiative under Global Centre for Disaster Statistics Japan). UNDP also succeeded in bringing the private sector service providers in the 'legal Aid' services and, with the Accelerator lab, in the areas of waste management and smart transport sector. There is scope of partnership with private sector in safeguarding human rights, and assuring no gender exploitation in the workplace. There could be a more strategic thinking to explore the potential for collaboration with private sector; here UNDP's support to GoN in

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[115] ROAR 2019 pg. 4
[116] APR 2019, CMDP p. 29
[117] ditto

developing the PPP paper in DRM sector is an exception. Building strategic partnership with the private sector needs to be included in the partnership approach of UNDP in the days to come.

Collaboration with private sector foundations and corporate social responsibility funds for co-financing projects/RM seems an unexplored potential area. The potential for collaboration with private sector corporations like Coca Cola, Unilever and others is being explored and there are positive indications of co-financing opportunities. This could be approached more comprehensively however. There are more examples of engaging with the associations of the private sector entities, e.g., with the Federation of Nepalese Cottage and Small Industry, Anterprerana, Micro-entrepreneurs Association (MEAs); Fruits and Vegetables Central Union; National Cooperative Forum, Confederation of National Industries. This kind of collaboration should be pursued more, as this could be entry points to collaborate with the private companies *per se* (see *Recommendation 9*)

Finding 36. *UNDP partners with the CSOs and academia, but this could be more in-depth and more often not in the form of one-off, often contractual, engagements.*

UNDP has partnerships with the CSOs and academia in a number of ways (see *Recommendation 9*):

- ***within consultative platforms:*** the UNDP- initiated five sub-platforms to facilitate SDG implementation could serve as examples (on Policy coherence and research; Green financing; Resilient infrastructure; Sustainable urban centers; and Responsible supply of goods). These aim to ensure a broader partnership among key development actors including financing institutions, research institutions, urban planners, development experts, CSOs, consumers, women and marginalized groups. Emerging recommendations are expected to be collated to develop a set of integrated solutions to address complex development challenges. Learnings from these sub-platforms was expected to be consolidated in 2020 to create national and sub-national level platforms for sustainable development, but impacted by COVID. This kind of platforms could be utilized more (see *Recommendation 9*)

- ***as research partners***: The Human Development Report 2019 and the research study on "*Identity and Situation of Badi community*" are examples. This avenue was not consistently followed however. For example, under the NCCS, collaboration with research institutions and universities for scientific documentation of good practices could have provided better evidence-based policy options, but was lacking;[118] and

- ***as implementation partners:*** UNDP works together with CSOs for the implementation of different project activities under service contracts (sometimes with the involvement also of the LGs). The engagement with the civil society ranges from policy intervention, implementation of the existing laws, advocacy, etc. Such partnership agreements are often one-time activities. There are exceptions, e.g., in the case of UNDP's collaborating with the Department of Environment, Energy Studies and Forestry of the TU, as already mentioned (on NDC and BER in view of long-term engagement and country capacity strengthening as well as bridging academia-policy discussion)

Finding 37. *There are only a few examples of promoting South- South cooperation (SSC), and even those as one-offs, rather than promoting long term partnerships.*

The documents reviewed illustrate only limited examples of drawing on/sharing of expertise and experiences from other countries. One notable exception is the exchange through the Open Parliament Programme and Open Government Partnership (OGP). According to UNDP CO, the

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[118] UNDP (2019) "Nepal Climate Change Support Programme: Final Evaluation Report 2019", p. viii

programme motivated MPs in their further action on the need to join the OGP.[119] Plus, overall, the bilateral contributions from China, Qatar, Thailand, Mauritius, KOICA, Bridge Head Fund was noted as a signal of an important SSC potential (e.g., noted under CILRP). As a start, the German Cooperation and Qatar Fund for Development (QFFD) has been working in joint venture with Accelerator labs.

Nepal's participation in regional and global networks could be avenues for SSC. For example, such exchange could be expected under the National Climate Finance Network (CFN) workstream in Nepal, endorsed in March 2019, following regional CFN, launched jointly by the participating governments, including Nepal, whereby Nepal's CFN workstream focused on Climate Change and Domestic Budget Reforms; GESI in CF; and Transparency and Accountability in CF.

Developing Lessons Learned reports for the areas of long- term engagement as well as pilot initiatives of UNDP could be useful for facilitating SSC. For example, the planned Lessons Learnt report related to reconstruction could serve as a basis for experience sharing in this field, if disseminated adequately.

Finding 38. UNDP has produced a large number of knowledge and research products, that guided the program implementation by UNDP and supported the counterparts: this could be expected to contribute to aligning SDGs to national context and support development planning and implementation. There could be better targeted distribution as part of the communications strategy

Apart from the global and regional level Knowledge products that featured Nepal also, at country level UNDP Nepal has produced a large number of these,[120] e.g., the NHDRs and SDG reports, as well as research products (e.g., to better identify the situation of marginalized groups that guides and provides policy advice). The Federalism Capacity Needs Assessment (FCNA) study in collaboration with the WB, the booklet on Youth and SDGs, UNDP Nepal Youth Strategy 2018-2022, the analytical reports on 'Open government open parliaments', the 'Study on Economic Empowerment of Indigenous women in Nepal', MEDPA success stories of 108 women Entrepreneurs, are some prominent Knowledge products of the CPD period until 2020. Short videos, information flyers were used as presentation methods of the synopsis of the various Knowledge products. These have been valued by the partners and guided the program implementation. For example, the SDGs Needs Assessment, Costing and Financing Strategy, as mentioned. The same applies to the COVID Socioeconomic Impact assessment. There could be better targeted distribution as part of the communications strategy (see *Recommendation 2*). The development economist position being recruited, is expected to contribute actively to the knowledge management vision.

7. CONCLUSIONS

The CPD, developed in a participatory process and reflecting UNDAF, was found to be thematically relevant to the needs and priorities of Nepal, the context of the new Constitution and federalization, and SDGs' achievement. It was relevant in its focus on the most vulnerable provinces and having the support to the vulnerable, youth and women's empowerment and equality as cross cutting themes. It was, however, overly ambitious in terms of resource mobilization targets, and this stemmed from the (a) underestimation of the challenges of federalization, with an overly optimistic expectation of the ease the allocation of subnational government funding (which in turn was a result of insufficient political analysis underpinning the CPD formulation); (b) underestimation of the likelihood for the reduction of development funding available locally, due to the same challenges and uncertainties related to federalization (c) and the lack of the sight of the ongoing at the time UN reform with

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[119] ROAR 2019, p. 12
[120] https://www.np.undp.org/content/nepal/en/home/library

significant cuts to staff numbers, which then happened at UNDP CO Nepal, with resulting staff numbers challenged to deliver it. The reluctance of the GoN to engage in off- budget mode under the prevailing NIM modality (related to its Development Cooperation Policy), is another obstacle for RM. UNDP CO governance structure, which resulted after the reorganization, is also in need of adjustment, to support the CPD delivery, in particular, in relation of the (a) coherence of the work of the 3 units: Program advisors, Portfolio Manager and Field offices; and (b) lack of RM capacity.

The delivery of the program was also affected by COVID19, which slowed down the implementation of many of the projects in 2020. On the backdrop of these challenges, the adaptive capacity of UNDP has been strong, responding to them by adjusting its programs.

Despite operating with the third of the planned budget, UNDP had many important achievements contributing to the development objectives of the country, including SDGs. UNDP had strong contribution to four (4) of the CPD (and hence UNDAF) Outcome indicators, which are on target; the indicator on using legal services is at risk, affected, at least in part, by COVID. Having said that, half of the output indicators of the CPD are off track or at risk, with the challenges of federalization and not mobilizing resources for several projects on time and COVID as the main reasons. In the part of COVID, while the hope is that the normality will return soon with the vaccination, it is not clear how soon that would happen.

As part of the course correction at this mid- point it is important to prioritize the work, employ aggressive RM strategy and improve the communication with the GoN and the DPs.

UNDP continued its approach of creating jobs and income generation opportunities at the household levels through MEs and other livelihood focused activities. In this, the 'working closely with government partner agencies' approach resulted in successful institutionalization and high level of ownership from the government, but with the caveat, that the absorptive capacity of the nascent LGs perhaps dictates a need for a more paced approach. VCD and strengthening of cooperatives are some innovative initiatives that are undertaken as 'Research and Pilot' opening up avenues for further engagement in this sector. This was enhanced also by supporting SNL governments with improving the policy and legislative environment for promoting local economic growth at that level. The successes in strengthening the federal government with (a) the tools for enhanced ODA management and (b) SDG funding, reporting and localization, are important and have registered important successes; the link of the latter with the theme of support at the local level was somewhat broken however. Securing funds for some on-going initiatives like CMDP, VCDP, and CILRP is a critical challenge for UNDP as these interventions are on high demand at LG level, which are also willing to co-share resources for the activities.

The Governance, rule of law and HR portfolio, suffered the most among the three portfolios in part of RM mainly due to the shrinking funding in this sector in the country due to prolonged unclarity about 'federalism' implementation modality and policy hurdles in RM at SNL. UNDP, however, managed to stay relevant with own funds by supporting elections, human rights, access to justice, and parliamentary functions, working both at national and provincial levels, in strong alignment with the strategic plans and priorities of the partner agencies: this was particularly important and highly valued as there were very few other agencies that had significant engagements in these sectors. Policy and management instruments, guidelines and SOPs had been important tools to promote effective election management, human rights strengthening, and increasing access to justice by women and other vulnerable groups. Formation of parliamentary committee on sustainable development in the upper house, the policy for comprehensive legal aid policy for women and the most vulnerable, increased compliance level (80 percent) of UPR recommendations on human rights by the government

are only some remarkable achievements. The increasing needs of capacity building and institutional strengthening at all levels of the government place high expectations on UNDP by the GoN as long-time trusted partner, but with multiple agencies engaged with small and fragmented interventions in 'Federalism' keeping coherence is a challenge. Also, there is a risk of being taken as 'resource leverage' for regular activities and events by the partners in the election and human rights sector'. There are only two projects that have funding assured for 2021 onwards, so the resource gap remains a serious concern under this portfolio.

UNDP successfully supported- post earthquake reconstruction, with an embedded principle of building back better*: this is completed now. UNDP also successfully supported the move from disaster response to preparedness with policies, systems (DIMS), plans (like LDRMPs, RSLUPs), support for the institutions (NDRRMA, EOCs network), with the growing focus at SNL. This was relevant and this focus on SNL needs to grow supporting them with systems, guides, and capacity building. NDRRMA could also supported further with risk governance. In terms of CCA, there has been less engagement at the policy level but significant support to local level adaptation capacity building. Overall, there was more focus on DRM and less on CC so far, which is high time to reverse. In terms of local planning, it is important to consistently support integrated DRM and CCA, and also focus on the water-energy-food nexus, and circular economy, as well as piloting innovative adaptation technologies and knowledge dissemination across the country. The support to the development of Climate Finance Framework and capacity building for CF was important, but would benefit from more policy level backing. There were limited initiatives related to CCM (NDC revision and support with eBPS for the adherence to building codes only), with the exception of the support for RE -based access to electricity in rural areas. UNDP has managed to bring about fundamental transformational changes in thinking about rural and decentralised RE in Nepal, bringing together LGs, communities, private and banking sectors. There was also limited engagement in biodiversity (only regional BIOFIN) and ecosystems, and none at all in POPs, mostly due to not succeeding to mobilize the resources, which should be one of the key focus areas of attention going forward. With the three new projects starting in 2021 – on watersheds, urban and hospital waste management, there is a hopeful advance in the areas of sustainable urbanization and green recovery. NDRRMA, still in its infancy already plays an important role in COVID response, paving the way for strengthened preparedness for disaster response in this area together with the subnational governments which had also received some capacity building support: this is an area that UNDP could be engaged more together with UN partners.

In the next CPD- but already starting under this CPD- UNDP could consider engaging in the social sector more explicitly with supporting reforms in social safety nets, social security programs, contributory pension scheme, health insurance, social protection allowances, active labour market policies, etc

UNDP has been mostly effective in reaching out to vulnerable, Dalit, and other marginalized groups, as well as targeting youth and women empowerment and gender equality. This was not the case consistently in all projects however- something that could be improved, along with more focus on GESI capacity building of the partnering agencies by helping them on GESI policy formation and applying it to planning and resource allocations.

While there are some examples of synergies between the portfolios, there is significant room for improvement (such as a coherent and coordinated approach to the SNL governments by all three portfolios, and also together with other UN agencies).

UNDP has been overall effective in partnering with government agencies at all levels generating high levels of government ownership at both strategic/policy and program levels. At the same time there is a room and need for improvement in the communication with the government to build upon the

emerging and still few cases of government co-funding. Similarly, the communication with the development partners should take a priority for RM and synergies.

While there were a few examples cooperating with the private sector, there could be more engagement, with associations and corporate foundations as entry points, as well as supporting the government in employing de-risking strategies to boost the engagement of the private sector in in policy implementation in a number of sectors.

8. RECOMMENDATIONS.

The following recommendations stem from the Findings (and were cross referenced in that Section) and Conclusions.

1. ***Strengthen programmatic footprint with more coherence in the Portfolio Managers, Program Advisors, Field Offices working together with less silos*** with (a) all three reporting lines to the Deputy Resident Representative; (b) Strengthened RM function, with, potentially, a separate RM staff, ideally with Energy/Environment profile; and (c) explicit coordinating role for the FOs; and (d) enabling environment, like projects' databases and e-portals.

2. ***Enhance the implementation of the Partnership and Communication Action Plan,*** to strengthen Partnerships and Communication with the Government and Development Partners. In particular: i) revitalize communications and coordination with traditional donors and long-time partners going beyond regular reporting and formal participation in coordination meetings, ii) be more specific and generous in ensuring the visibility of the donor partners, iii) build strategic partnership with SNL governments helping them formulate their demands for development; (iv) ensure that the links between DRM/CCA and governance /rule of law on one hand and poverty reduction on the other of UNDP operations are articulated better in the outreach materials; (v) ensure better targeted distribution of knowledge products and project updates (the latter- with one pager summaries), and (vi) ensure that planned communication activities are implemented by the GoN counterparts for the NIM projects (e.g. with formal agreements).

3. ***Improve the CO MEL systems*** with (a) a revised and improved Theory of change (with descriptions of pathways, boundary partners, risks and assumptions) well linked to the CPD indicators) ; b) enhanced/regular capturing of lessons Learned, especially for the long-standing areas of engagement, and pilot initiatives (as well as portfolio level lessons learnt) (c) revise CPD output indicators to capture the institution building/policy level outputs under the inclusive economic growth, and **(**d) improve the overall presentation of the APRs to make them more informative by showing the SDGs they contribute to, and the projects contributing to the indicator.

4. ***For the democratic governance, rule of law and human rights portfolio*** focus on; i) Effective resource mobilization, ii) capacity building of provincial planning commissions beyond the current engagement, iii) expanding institutional system and capacity building support to the six new rights commissions and iv) support to justice sector key institutions like the 'constitutional bench' at federal level, and the judicial committees at local level,

5. ***Support building accountability measures at SNL***: Support the strengthening local transparency measures (with participatory monitoring mechanisms) and accountability (with RTI) at SNL for good governance. SPSP, PSP, and A2J the CPD already have engagements on this, however these should be made more focused, with the development of appropriate institutional mechanisms at SNL as a high priority (e.g., joint watchdog forums, community score cards or social audits (after assessing the previous experience) etc.). This will also support enlarging the space for civic engagement in local governance.

6. ***Conduct an in-depth analysis of the potential, strength and risk factors of the Cooperatives sector and 'Value chain development'. Adopt a strategic approach for the 'next flagship intervention' in inclusive Economic Growth of a 'game changer nature'.*** Critical understanding of the architecture and 'modus operandi' of all the actors involved in value chain development (e.g., middlemen) and cooperatives (with this being high political priority but less so for the government) is important for sustainability. Using the footings of MEDEP to upgrade the level of interventions under VCD and cooperatives' support and support to MEs-supporting 'SMEs' together with private banking sector, national level microfinance institutions and government (with a potential 'Champion' institution from the latter). The TEVT sector also holds the possibility of a 'Flagship' agenda for 'sector policy and institutional reform'. Accelerator Lab could be used as breeding ground for innovative ideas for next flagship agenda and program.

7. ***Engage in social protection/poverty reduction more explicitly*** in the next 2 years in the light of COVID/post-COVID, with for example, supporting reforms in social safety nets, social security programs. In the next CPD this could be expanded into contributory pension scheme, health insurance, active labour market policies, etc.

8. ***In the next 3 years (a) shift the focus from DRR (but continuing to support SNL governments with integrated DRM and CCA plans, guides and DIMS and NDRRMA- with risk governance) to addressing Climate Change risks and green recovery***. In supporting the local governments, strengthen their capacity to (a) incorporate the considerations for prevalent social issues in the local integrated DRM and CCA plans; (b) to conduct comprehensive hazard, vulnerability and capacity assessments; and (c) criteria and/or operational guidelines for resilience building/resilience development. Support them with Local Disaster and Climate Resilience Planning Guidelines and establishment of municipal level project fund management committees with clear guidelines on operational and maintenance funds. Support the PGs in project planning and monitoring through relevant coordination and/or steering mechanisms. In addressing climate change, play a more active role in policy advice in CCA, CCM, and CF. Support green recovery with engagement cleaner air quality (with aggressive resource mobilization for POPs and engagement in clean cooking), effective waste management (with the upcoming urban and hospital waste management initiative), access to RE in urban areas, and enhanced biodiversity protection. Support extension systems to help the GoN spread the knowledge generated from the pilots throughout the country.

9. ***Ensure regular strategic and thematic interface with the CSOs, academia and private sector from alliance- building perspective***. It could be through consultative (thematic) platforms with participation of prominent think tanks and experts: that will help UNDP to be better informed of the 'development environment' and help with advocacy on specific issues. With the private sector, engage also with 'corporate foundations' from resource mobilization perspective.

10. ***Make UNDP GESI expertise even more impactful*** by: (a) Ensuring that GESI is considered in all interventions consistently, and support this with corresponding formally approved guides and procedures. make GESI related reporting more comprehensive and visible in various reports at project as well as country level; (b) Supporting LGs in designing and implementing explicit GESI projects in association with local CSOs; and (c) working with private sector and academia on human rights and GESI.

9. LESSONS LEARNED.

Good adaptive management can help to stay relevant in challenging circumstances (like the UNDP CO faced with uncertainties of federalization and COVID 19) even with limited resources. The CO successfully adapted by adjusting its programs and projects and using the UNDP core resources strategically, managing to produce impressive results.

CPD formulation should be based on better political analysis, analysis of funding landscape, and own capacity to deliver. The CPD, in hindsight, is an illustration of the importance of such analysis.

Organizational restructuring should be based on thorough needs assessments, be supported with tools and adequate reflection in Job descriptions. The reorganization of the CO was carried out based on consultations, but not so much on needs assessment: for example, the FOs have identical staffing while the situation in the provinces covered differs. The desire to work more coherently within the CO, across the three portfolios, needed to be supported by careful analysis of the enabling environment, allowing synergy building (with databases, portals); reporting lines that will facilitate information sharing rather than hinder, and specific provisions in JDs/performance reviews.

Even long term established partnerships with donors need nurturing and regular contact coupled with engagement strategies with non-traditional donors. Donor priorities and preferred engagement modalities change and so, even with traditional donors it is important to keep regular and strategic engagement. This should go in parallel with engagement strategies with non-traditional donors.

Fully engaged government program partners can be 'the champions'/ advocates for UNDP interventions making strong contribution for institutionalization and upscaling of outcomes, and models. The success through MEDEP is an example of this, the strong relevance of the intervention, effective delivery and constant close work with the government partner having made this possible, which can be the case for other similar initiatives.

Policy interventions focused on the critical institutional capacity building make significant difference in institutionalization of the outcomes. The internalization of SDG localization, and financing framework and VNR, adaptation of the tools and process for effective ODA management by federal level agencies and adaptations of MEDPA Framework at provincial level are some examples that show how creating enabling policy framework make the interventions sustainable within the government system.

ANNEXES

Annex 1: TOR

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 are $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)[121]	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.	Output 1.1. Policy, institutional and capacity development solutions lead to improved disaster and climate resilient livelihoods, productive employment and increased productivity in rural areas. Output 1.2. Municipalities adopt disaster and climate-resilient urban policies that promote access to safe and decent employment and income opportunities for vulnerable groups. Output 1.3. Improved national capacities in planning, monitoring, financing and reporting on 2030 agenda.	Regular: 10,128,300 Other: 44,617,413	23.63	31.11
OUTCOME 2: By 2022, inclusive, democratic, accountable and transparent institutions are further strengthened towards ensuring rule of law, social justice and human rights for all particularly for vulnerable people.	Output 2.1. 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. Output 2.2. Systems, procedures and capacities of government institutions at subnational level in place for service delivery in an inclusive, transparent and accountable manner. Output 2.3 Civic space for engagement, voice and participation of youth, women and vulnerable groups broadened at all levels. Output 2.4. Justice sector institutions strengthened in accordance with the constitution and human rights standards to ensure greater access to justice.	Regular: 10,128,300 Other: 48,500,000	24.81	71.05
OUTCOME 3: By 2022, environmental management, sustainable recovery and reconstruction, and resilience to climate change and natural disaster are strengthened at all levels.	Output 3.1. Understanding and knowledge on environment, climate change adaptation and disaster risk reduction enhanced at national, subnational and community levels to make development risk-informed Output 3.2. Policy and institutional mechanisms strengthened for integrating gender responsive CCA/DRR and environment management in national and key sector's development planning Output 3.3. Mechanisms in place to enable the Government and private sector to increase investment in CCA/DRR, recovery and environment management Output 3.4. Capacities of subnational governments and communities strengthened for effective preparedness and response, environment management, CCA/DRR Output 3.5. Improved capacities of communities and government for resilient recovery and reconstruction	Regular: 13,504,400 Other: 82,329,000	21.19	37.34

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.

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[121] 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.

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:

10. **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.

11. **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.

- 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?
- 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?
- To what extent has the CPD implementation succeeded in contributing to the SDGs achieving?
- 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 have 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 have 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 visits[122].

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.

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[122] The field visit will be confirmed later considering the situation of COVID crisis

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.

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.

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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 60 days (20 days for lead consultant and 20 days each for national consultants).

Deliverables/ Outputs	Estimated Person days to Complete	1 Lead Consultant (20 days)	1 National Consultant (20 days)	1 National Consultant (20 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	9 days	3	3	3
Interviews and analysis	14 days	4	5	5
MTR draft report	15 days	5	5	5
Debrief on draft findings and recommendations to the management	3 days	1	1	1
MTR Second Report	6 days	2	2	2
MTR final draft	4 days	2	1	1
Final Presentation	3 days	1	1	1
Total	60 Days	20	20	20

6.1 International consultant (Team Leader)

Working days: 20 days (home based)

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.

6.2 National consultants (Team members). Number of consultants: Two Working days: 20 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 mid of September – December 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. Annexes[123]

(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

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

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[123] These documents will be provided after signing of the contract.

Annex 2: List of Documents Reviewed

- ADB (2016), "Macroeconomic update, Nepal, Volume 4. no. 2"
- Bakrania, S. "Urbanisation and urban growth in Nepal" (GSDRC helpdesk research report 1294). Birmingham, United Kingdom: GSDRC, University of Birmingham, 2015
- Baseline study of crime in Nepal, 2016.
- Development Priorities of Province 2 (2020/21)
- Disaster Risk Reduction Management Act (2017)
- Ministry of Finance, "Economic Survey 2018/2019"
- The project documents, latest progress reports; Minutes of PSCs and other meetings for the selected for the in-depth review projects-
- Forest Research and Training Centre in Nepal 2019
- Government of Nepal (2014), Nepal human development report: beyond demography
- Government of Nepal (2015), National Reconstruction Authority, Post Disaster Recovery Framework
- Government of Nepal, Ministry of Home Affairs, Nepal Disaster Report 2017: Road to Sendai, 2017
- Government of Nepal, Ministry of Home Affairs, Nepal Disaster Report, 2015
- Government of Nepal, Sustainable Development Goals 2016-2030 national (preliminary) report, 2015
- Government of Nepal, Ministry of Law Justice and Parliamentary Affairs (2015), "Constitution of Nepal"
- Government of Nepal, Ministry of Finance Nepal (2019), "International Development Cooperation Policy"
- Government of Nepal, Ministry of Finance Nepal (2019), "Development Cooperation Report"
- Government of Nepal, Ministry of Home Affairs, 2018. National Position Paper on Disaster Risk Management in Nepal
- Government of Nepal, National Planning Commission, "14th Development Plan of Nepal (2017-2019)"
- Government of Nepal, National Planning Commission, "15th Strategic Plan of Nepal (2020-2024)"
- Government of Nepal, National Planning Commission, Central Bureau of Statistics, 2014_pg 19
- Government of Nepal, Ministry of Home Affairs (2018), "National Policy for Disaster Risk Reduction"
- Government of Nepal, Ministry of Home Affairs (2019), "National Disaster Response Framework (NDRF) in Nepali and English"
- Government of Nepal, Ministry of Home Affairs (2018-2030), "Nepal Disaster Risk Reduction National Strategic Plan of Action"
- National Bar Association, "National Bar Strategy (2020-2024)"
- National Human Rights Commission (2015), Strategic Plan (2015-2020)
- UNDP Nepal Project Information Table Vs. Xls
- UNDP Nepal Indicator wise progress CPD 2018-2022
- UNDP Integrated Work Plan, 2019
- UNDP Integrated Work Plan, 2020
- UNDP Organogram_ Country Office Operation Organizational Chart
- UNDP (CILRP), 2019 "Proceeding Report of Learning and Sharing Workshop Community Infrastructure and Livelihood Recovery Programme"
- UNDP Final Evaluation Report (2018), Electoral Support Project (ESP)
- UNDP Final Evaluation Report (2019), Nepal Climate Change Support Programme (NCCSP)
- UNDAF 2019 "Final Report"
- UNDP Final Review Report (2019), Social Cohesion & Democratic Participation (SCDP), Project
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  (pg.20_70 out of 100 - continue to use firewood and other polluting and harmful fuels for cooking in Nepal

Annex 3: List of Interviewees

	NAME	DESIGNATION	ORGANIZATION	GENDER
	UNDP CO			
1	Ayshanie Medagangoda Labe	Resident Representative	UNDP	F
2	Bernardo Cocco	Deputy Resident Representative	UNDP	M
3	Valerie Julliand	Former Resident Coordinator	UNDP	F
4	Bal Ram Poudel	Program Management Support Unit (PMSU)-Head	UNDP	M
5	Binda Magar	GESI Advisor	UNDP	F
6	Kamal Raj Sigdel	Head of Communication	UNDP	M
7	Niraj Shrestha	Operations Manager	UNDP	M
8	Dinesh Bista	RBM Analyst	UNDP	M
9	Yam Nath Sharma	Portfolio Advisor- Governance	UNDP	M
10	Dharma Swarnakar	Portfolio Advisor- Economic Growth	UNDP	M
11	Vijay Singh	Portfolio Advisor- Resilience	UNDP	M
12	Tek Tamata	Portfolio Manager- Governance	UNDP	M
13	Kalpana Sarkar	Portfolio Manager-Economic Growth	UNDP	F
14	Pragyajan Yalamber Rai	Portfolio Manager-Resilience	UNDP	M
15	Dhan Bahadur Chand	Head of Field Office	UNDP- Field Office Province 1, 2 & 3	M
16	Sudip Aryal	Head of Field Office	UNDP-Field Office Province 4& 5	M
17	Rafeeque Siddiqui	Head of Field Office	UNDP-Field Office Province Karnali	M
18	Baijanti Giri	Head of Field Office	UNDP-Field Office Province Sudoor Paschim	F
19	Bisam Gyawali	Head of Experimentation.	Accelerator Lab/UNDP	M
	UN Agencies			
20	Nita Neupane	Senior Program Officer	ILO	F
21	Tirtha Man Tamang	Program Officer	UNFPA	M
22	BIjay Thapa	Assistant Country Director	UNFPA	M
23	Moon Gurung	Country Coordinator	UNV	F
24	Saroj Nepal	National Program Coordinator	UNCDF	M
25	Amadou Seck	Chief of Planning and Monitoring	UNICEF	M
26	Gitanjali Singh	Deputy Regional Representative	UNWOMEN	F
27	Navanita Singh	Unit Manager	UN WOMEN	F
28	Dr. Somsak Pipoppinyo	Residential Representative	FAO	M
	GoN Counterparts: federal level			
29	Khom Raj Koirala	Joint Secretary	NPC	M
30	Dr. Narayan Raj Poudel	National Project Director	ASIN/NPC	M
31	Khyam Bahadur Thapa	National Project Director	CMDP/MoCPA	M
32	Anant Basnet	National Project Coordinator	CMDP/MoCPA	M
33	Niranjan Tamrakar	National Project Coordinator	CILRP/UNDP	M
34	Dr. Hari Bahadur K.C.	National Project Director	VCDP/MoALMC	M
35	Dinesh Sagar Bhusal	National Project Coordinator	MEDPA-TA/MoIC	M
36	Yubaraj Poudel	Focal Person	SKILLS/MoEST	M
37	Raj Kumar Shrestha	Joint Secretary	ESP/Election Commission Nepal	M
38	Basanta Adhikari	National Project Coordinator	A2J/MoLJPA	M
39	Bharat Raj Gautam	Secretary General	PSP/ Federal Parliament	M
40	Ramesh Adhikari	Former NPM PLGSP	MoFAGA	M

	NAME	DESIGNATION	ORGANIZATION	GENDER
41	Gopi Krishna Khanal	National Project Director	PLGSP/MoFAGA	M
42	Bed Prasad Bhattarai	National Project Director	SPSP/NHRC	M
43	Maheshwor Dhakal	Head of NCCSPII and CAEP	Former Head of CC Management Division	M
44	Ganesh Bikram Shahi	Focal Person	CDRMP/MoHA	M
45	Madhusudan Adhikari	National Project Director	RERL/AEPC	M
	Provincial Level governments			
46	Subodh Raj Pyakurel	Province Planning Commission Chief	Province 1	M
47	Giridhar Poudyal	Province Planning Commission Chief	Province 5	M
48	Deependra Rokaya	Province Planning Commission Chief	Province Karnali	M
	Local Governments			
49	Durga Thapa	Mayor	Tansen Municipality, Palpa	M
50	Sima Chhetri	Mayor	Putalibazar Municipality, Syangja	F
51	Ashok Kumar Chand	Mayor	Bedkot Municipality, Kanchanpur	M
52	Dilip Khand	Mayor	Waling Municipality, Syangja	M
53	Dev Kumar Subedi	Mayor	Birendranagar Municipality, Surkhet	M
54	Sushila Mishra Bhatta	Deputy Mayor	Dhangadhi Sub Metropolitan City, Kailali	F
55	Sangita Bhandari	Deputy Mayor	Amargadhi Municipality, Dadeldhura	F
56	Mohan Maya Dhakal	Deputy Mayor	Birendranagar Municipality, Surkhet	F
	UNDP NPM			
57	Suman Shekhar Manandhar	National Project Manger	CMDP/MoCPA	M
58	Narayan Dhakal	National Project Manager	EDFC/MoF	M
59	Chiranjivi Adhiakari	National Project Manager	VCDP/MoALMC	M
60	Ramji Neupane	National Project Manager	MEDPA-TA/MoIC	M
61	Kunadan Das Shrestha	National Project Manager	ESP/Election Commission Nepal	M
62	Raj Bahadur Shrestha	National Project Manager	PSP/Federal Parliament	M
63	Chiranjivi Adhikari	National Project Manager	PLGSP/MoFAGA	M
64	Aarati Bista	National Project Manager	SPSP/NHRC	F
65	Apar Poudel	National Project Manager	Climate Finance/UNDP	M
66	Ramraj Narasimhan	National Project Manager	CDRMP/MoHA	M
67	Satish Gautam	National Project Manager	RERL/AEPC	M
68	Ramesh Aryal	Focal person	GCF-Readiness	M
	Development Partners			
69	Pushkar Manandhar	Representative	ADB	M
70	Dagny Mjos	Representative	Norwegian Aid	M
71	Raj Kumar Dhungana	Governance Advisor	Norwegian Aid	M
72	Odlie Humblet	Representative	European Union	F
73	Shiva Bhandari	Program Manager	European Union	M
74	Gabriel Dedu	Governance Advisor	World Bank	M
75	Simon Lucas	Representative	DFID	M
76	David J. Isaak	Deputy Director	USAID	M
77	Ramesh Adhikari	Election, Legislative and Political Advisor	USAID	M
78	Anita Mahat	Economic Growth Specialist	USAID	F

	NAME	DESIGNATION	ORGANIZATION	GENDER
79	Manju Tuladhar	GESI Advisor	USAID	F
80	Navin Hada	Agriculture Specialist	USAID	M
81	Nur Panta	Health Specialist	USAID	M
	CSOs			
82	Min Kumar K.C.	Chairperson	RUDEC/CILRP Nuwakot	M
83	Binod Parajuli	Chairperson	DCU/CMDP, Kavre	M
84	Sumitra Sharma	Chairperson	Setogurans, Rupandehi	F
85	Min Prasad Subedi	Project Coordinator	PARDEP/Dhankuta	M
86	Bibek Shahi	M&E Officer	ISS Surkhet TRACII	M
87	Jagadish Ayer	President	AYON	M
88	Srijana Adhikari	President	Women Act	F
89	Bhim Bahadur Chepang	Chairperson	Nepal Chepang Association, Chitwan	M
90	Nabin Bikash Maharjan	Chairperson	SWMN	M
91	Sita Ram Shrestha	CEO	Shree Swanara Integrated Community Development Centre, Gorkha	M
92	Nag Dev Yadav	President	CDAFN, Mahottari	M
93	Sundar Lamichhane	Lead Person	HURANDEC, Dolakha	M
94	Krishna Sapkota	Policy Advisor	Freedom Forum	M
	Think Tanks/individual experts			
95	Ajay Dixit	Climate Change Expert		M
96	Prof. Dr. Madan Koirala	Disaster Risk Reduction Expert		M
97	Dr. Gangalal Tuladhar	Disaster Risk Reduction Expert		M

Annex 4: Evaluation Matrix

Evaluation criteria	Key questions	Data Sources/Methods	Indicators	Methods for Data Analysis
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 have 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 have 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?	• Review of documents including secondary sources • Key informant interviews	• Alignment with National developmental policies and plans • Alignment with global development agenda (SDGs) • Alignment with needs of the target communities	Qualitative methods • Triangulation • Validations • Interpretations • Abstractions
Coherence	• To what extent it the country programme complementary to the other important multilateral and bilateral development efforts?	• Review of documents • Key informant interviews	-	
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?	• Review of documents • Key informant interviews	• Outcome and output indicators from the programme results and resources framework	Qualitative methods • Triangulation • Validations • Interpretations • Abstractions • Quantitative methods Progress and trend analysis
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	• Review of documents including secondary sources • Key informant interviews	• Alignment with National developmental policies and plans • Alignment with global developmen	Qualitative methods - Triangulation - Validations - Interpretations - Abstractions

	current CPD cycle?		• t agenda (SDGs) • Alignment with needs of the target communities	
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? • To what extent do national partners have plans to replicate/scale up pilot initiatives of UNDP?	• Review of documents • Key informant interviews	• Outcome and output indicators from the programme results and resources framework	Qualitative methods • Triangulation • Validations • Interpretations • Abstractions • Quantitative methods • Progress and trend analysis
Cross-cutting Issues	• 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? • 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? • 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. • To what extent the CPD was helpful in improving the institutional capacity of the human rights bodies in the country towards better protection of human rights of the poor and vulnerable groups? • How 'appropriate are the indictors' to monitor the GESI aspect both at national and development partners level? If there are any how is the reporting system responding to them?	• Review of documents • Key informant interviews •	• No of women and other marginalized groups benefited • No of people benefited from programme capacity building interventions. Knowledge products produces and disseminated	Qualitative methods • Triangulation • Validations • Interpretations • Abstractions • Quantitative methods • Progress and trend analysis

Annex 5. Semi Structured Interview Guide

Review criteria	Questions from the TOR	Stakeholders				
		UNDP	Government (central and Local)	Development partners	CSOs	Beneficiaries
Relevance						
1	• Are you aware of the CPD? • If yes, to what extent is the country programme relevant to the evolving context and the national development agenda?		✓			
2	• What do you think about the level of ambition of the CPD? • To what extent does the CO have capacities to deliver on the intended results? To what extent this capacity depends on the specific project funding from donors?		✓			
3	• To what extent is the CPD aligned with the national development needs and priorities? • To what extent is the CPD responsive to the changing environment in country at national and subnational levels • Should adjustments in CPD implementation be considered (e.g., in line with the SDGs, etc)? If yes, what kind of adjustments?		✓			
4	• 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? • Are adjustments needed? If yes, what kind of adjustments?		✓			
5	• To what extent the reporting lines and structure of UNDP field offices appropriate (e.g., in terms of programmatic footprints and CO priorities_ in view of broadening their roles to local programme implementation support? • Are adjustments needed? If yes, what kind of adjustments?		✓			
Coherence						
6	• To what extent it the country programme complementary to the other important multilateral and bilateral development efforts? For example, those of IFIs (WB, ADB), other UN agencies (e.g., UNICEF, UN WOMEN, UNFPA) and bilateral aid organizations?		✓	✓		
Effectiveness						
7	• To what extent is the current CPD /portfolio/ project on track to achieve planned results in country programme result framework? • In what areas does the programme lagging behind most? • What were the key contributing factors for achieving or not achieving the intended results? • What strategic and programmatic revisions should UNDP consider achieving the intended results?		✓	✓		

#	Question					
8	• What has been UNDP's contribution to CPD outcomes, and capacity to influence change against established outcome indicators? Please bring some examples of the most notable contributions • To what extent is the country programme coherent internally within UNDP CO? How complementary are different portfolios?	✓	✓	✓	✓	✓
9	• What evidence is there that UNDP support has contributed towards an improvement in national government capacity, including institutional strengthening? • Please bring some examples of the most notable contributions. • What could have UNDP done more and/or better?		✓	✓		
12	• 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? • Please bring some examples for (a) government agencies; (b) Development partners, (c) private sector? And (d) CSOs? • What could have UNDP done more and/or better?		✓	✓		

#	Question					
13	• To what extent has the CO been able to utilize the core resources to levy external funding to support achieving the SDGs? • What are the reasons of lagging behind the plans and what should be pursued?					
14	• To what extent have the programme or projects outputs been efficient and cost effective? How adequate was the Resource Mobilization and Allocation logic among three portfolios? • Why do you think so?		✓			
15	• Are the monitoring and evaluation systems serving the purpose of RBM? • Why do you think so? What should change?		✓			
16	• 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? • What works and does not work? • What changes are needed?		✓			

#	Question					
17	• Have UNDP's systems created capacities (human resource, systemic and structural) for sustained results of its programmes? • To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the results? • To what extent do national partners have plans to replicate/scale up pilot initiatives of UNDP? • What has and has not worked? • What could be done to strengthen sustainability?		ü	ü		

#	Question								
18	• 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? • If yes, how? If not why and what could be done?								

Human rights

#	Question								
19	• How well does the design of the CPD address the needs of the most vulnerable groups in the country? • *Please bring examples* • What should be done differently?			✓					
20	• 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? • Please bring examples. • What has worked and what has not? What should be improved?			✓					
21	To what extent the CPD was helpful in improving the institutional capacity of the human rights bodies in the country towards better protection of human rights of the poor and vulnerable groups?		✓		✓	✓	✓	✓	

Gender equality and social inclusion

#	Question								
22	• What results has UNDP achieved in promoting gender equality? • Please bring examples. • What has worked and what has not? What should be improved?			✓		✓			
23	• What mechanisms, procedures and policies exist to ensure gender equality, empowerment of women, human rights and human development by primary stakeholders? • Please bring examples. • What has worked and what has not? What should be improved?			✓		✓			

Partnerships

#	Question								
24	• To what extent is UNDP's selected method of implementation/ partnership modalities suitable to the country and the development context? • Please bring examples. • What has worked and what has not?			✓		✓			
25	• 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? • What do you think in terms of working in NIM and DIM modalities? What should change if anything			ü		ü			
26	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?	ü	ü			ü	ü	ü	

Annex 6: Results and resources framework for CPD Nepal (2018-2022)

STRATEGIC PLAN OUTCOME:	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines, targets)	Major partners/ Partnerships frameworks	Indicative resources by outcome (in $)
NATIONAL PRIORITY: Reducing poverty through productive employment and inclusive high economic growth				
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.				
STRATEGIC PLAN OUTCOME				
1.1. Proportion of population living below the national poverty line Baseline: 23.8 (2016) Target: 14.4 **1.2. Share of bottom 40 per cent in total income** Baseline: 11.9 (2016) Target: 15%	Nepal living standards survey, 5 to 7 years Central Bureau of Statistics (CBS) Annual household survey, CBS	<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.** 1.1.1. Number of full-time equivalent jobs created with UNDP-supported interventions (SDG 8.2). **Baseline**: 16,000 per year (2016) (70% women, 60% youth, 25% Dalit)*,* **Target**: Additional 40,000 (70% women, 60% youth, 25% Dalit**), Source**: Ministry of Industry 1.1.2. Number of households with energy access with UNDP-supported interventions (SDG 7.1.1)*,* **Baseline**: 423,644 (2016)*,* **Target**: Additional 25,000 in targeted provinces*,* **Source:** Alternative Energy Centre <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.** 1.2.1. Urbanization strategy implemented for disaster and climate-resilient service delivery and economic development (SDG 11.a)*.* **Baseline**: None. **Target:** Action plans adopted by 20 targeted municipalities **Source:** Ministry of Urban Development 1.2.2. Number of targeted municipalities with risk -informed planning, budgeting and service delivery capacities strengthened (SDG 11.b). **Baseline:** None **Target**: 20 **Source**: Ministry of Local Development <u>**Output 1.3.**</u> **Improved national capacities in planning, monitoring, financing and reporting on 2030 agenda.** 1.3.1. Extent to which updated and disaggregated data is being used to monitor progress on national development goals aligned with the SDGs (SDG 17.18)**, Baseline:** Not adequately (2016)*.* **Target:** Largely **Source**: CBS 1.3.2. National integrated financing framework for 2030 Agenda is in place. **Baseline**: None*.* **Target:** Framework in place. **Source:** National Planning Committee/UNDP	Ministries (Industry, Finance, Poverty, Education, Federal Affairs, Environment, Urban Development, Energy, Forest/Soil Conservation, Agriculture) Central Bank of Nepal Subnational bodies Private sectors/financial institutions Community organizations UNCDF, International Labour Organization (ILO), International Organization of Migration (IOM)	Regular: 10,128,300 Other: 44,617,413

		1.3.3. Ease of 'doing business in Nepal' improved in three areas: starting a business; getting electricity; and getting credit. **Baseline:** Ranked 107 (2016). **Target**: Improvement in ranking and Distance to Frontier **Source**: World Bank		

NATIONAL PRIORITY: Promotion of good governance and human rights through effective and accountable public finance and clean, transparent and people-friendly public service.

OUTCOME 2: By 2022, inclusive, democratic, accountable and transparent institutions are further strengthened towards ensuring rule of law, social justice and human rights for all particularly for vulnerable people.

RELATED STRATEGIC PLAN OUTCOME:

2.1. Percentage of Universal Periodic Review recommendations implemented Baseline: 7.5% (2016) Target: 60% **2.2. Number of vulnerable people accessing formal justice system** Baseline: 37,694 (37% female) (2016) Target: 200,000 (33% female)	Government task force on Universal Periodic Review monitoring Annual National Human Rights Council/UNDP Annual reports Supreme Court	**Output 2.1. 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.** 2.1.1. National level comprehensive capacity development plan implemented to enable the federal and subnational governments to function in the federal set up. **Baseline**: None. **Target:** Plan in place and 60% of activities implemented. **Source**: Implementation partners 2.1.2. Number of laws drafted/reviewed in an inclusive and participatory manner to implement the constitution (SDG 16.3). **Baseline**: 20 (2016). **Target**: Additional 40. **Source**: Implementation partners **Output 2.2. Systems, procedures and capacities of government institutions at subnational level in place for service delivery in an inclusive, transparent and accountable manner.** 2.2.1. Number of subnational governments with planning, monitoring and oversight systems and procedures for accountable government functions and inclusive risk-informed service delivery. (SDG 16.6). **Baseline**: None. **Target:** Four targeted provinces and 25% of local governments. **Source:** Ministry of Local Development 2.2.2. Number of subnational government institutions that ensure public access to information and protect fundamental freedoms, in accordance with national legislation, international agreements and best practice in the region (SDG 16.10). **Baseline:** None. **Target**: Four targeted provinces and 25% of local governments. **Source**: Ministry of Local Development **Output 2.3 Civic space for engagement, voice and participation of youth, women and vulnerable groups broadened at all levels.** 2.3.1. Number of women benefitting from private and/or public measures to support women's preparedness for leadership and decision-making roles (SDG 16.7). **Baseline**: 1,056 (2016). **Target**: Additional 2,000 in four targeted provinces. **Source:** General Administration/government reports 2.3.2. Number of civil society organizations using open platforms and networks to have an effective voice in national and subnational governance and decision-making processes. **Baseline**: None. **Target: 7. Source**: UNDP	Parliament Constitutional bodies Judicial and justice sector institutions Prime Minister's Office (PMO) National Planning Commission (NPC) Ministries (Law and Justice, Federal Affairs, General Administration) Subnational governments UNCDF, UNV, UN-Women, UNFPA, ILO, United Nations High Commissioner for Refugees (UNHCR)	Regular: 10,128,300 Other: 48,500,000

		2.3.2. Number of people benefitted from UNDP-supported (public/governance institutions) outreach on civic and electoral education. **Baseline:** 22,000 (40% female). **Target:** Increased by 5% (40% female) annually. **Source:** Election Commission and Parliament **Output 2.4.** **Justice sector institutions strengthened in accordance with the constitution and human rights standards to ensure greater access to justice.** 2.4.1. Number of people having benefitted from integrated legal aid service, as per integrated legal aid policy (SDG 16.3). **Baseline:** 19,072 (2016). **Target:** 150,000 (33% female). **Source:** Nepal Bar Association 2.4.2. Number of conflict victims who are provided with transitional justice services to address their grievances. Baseline: 1,328 (2016). **Target:** Increased by 10% annually. **Source:** Transitional Justice Mechanism		

NATIONAL PRIORITY: Reduce human, physical, economic, social, cultural and environmental loss caused by disaster and implement environment-friendly and climate change adaptive development programme.

OUTCOME 3: By 2022, environmental management, sustainable recovery and reconstruction, and resilience to climate change and natural disaster are strengthened at all levels.

RELATED STRATEGIC PLAN OUTCOME:

3.1. Number of losses of human life compared to average annual loss between 2005 and 2015 Baseline: 1,110 (2016) Target: Achieve national target **3.2. Percentage reduction in direct annual economic loss due to damage and/or loss of agriculture, housing and**	Disaster risk reduction portal Annual Ministry of Home Affairs Disaster risk reduction portal Annual Ministry of Home Affairs	**Output 3.1.** **Understanding and knowledge on environment, climate change adaptation and disaster risk reduction enhanced at national, subnational and community levels to make development risk-informed** 3.1.1. Disaster damage/loss database, disaggregated by age and sex maintained, analysed, disseminated and applied in decision-making (SDG 13.3). **Baseline:** No report produced (2016). **Target:** Biannual report. **Source:** Ministry of Home Affairs 3.1.2. Number of risk and vulnerability assessments conducted for priority sub-watersheds, sectors and municipalities. **Baseline:** 12 sub-watersheds; 3 district level landslides; 1 municipal multi-hazard (2016). **Target:** Additional 7 sub-watersheds; 2 sectoral and 5 municipal risk assessments, **Source:** Ministry of Home Affairs **Output 3.2.** **Policy and institutional mechanisms strengthened for integrating gender responsive CCA/DRR and environment management in national and key sector's development planning.** 3.2.1. Number of sectoral ministries integrate CCA/DRR in their plans based on National Planning Commission mainstreaming guidelines (SDG 1.5.3). **Baseline:** None. **Target:** 6. **Source:** UNDP 3.2.2. Number of rural and urban municipalities in targeted provinces having local development plans that integrate CCA/DRR (SDG 11.a). **Baseline:** 33 municipalities with DRR integrated plans. **Target:** 30 new municipalities. **Source:** Ministry of Urban Development/Ministry Local Development 3.2.3. Number of persistent organic pollutants (POPs) covered under new regulatory mechanism. **Baseline:** 12 (2016) **Target:** Additional 14 POPs. **Source:** UNDP	Ministries (Home Affairs, Federal Affairs, Population, Environment, Urban Development, Finance, Energy, Forest and Soil Conservation, Women and Child, Industry) National Reconstruction Agency (NRA) United Nations Staff College/training institutions Community Private stakeholders	Regular: 13,504,400 Other: 82,329,000

| critical infrastructure

Baseline: Five-year average (2010-2014)

Target: Achieve national target | | **Output 3.3.** **Mechanisms in place to enable the Government and private sector to increase investment in CCA/DRR, recovery and environment management.**

3.3.1. Percentage of annual allocation and expenditure for climate risk management and recovery in selected sectors (SDG 13.a). **Baseline**: 19.45% budget; 74% expenditure (2015/16). **Target**: Additional 25% budget, 5% expenditure. **Source:** Ministry of Finance

 3.3.2. Public-private partnership strategy in place for increased investments for CCA/DRR. **Baseline:** 0. **Target:** Strategy developed. **Source:** UNDP

Output 3.4. **Capacities of subnational governments and communities strengthened for effective preparedness and response, environment management, CCA/DRR.**

3.4.1. Number of people benefitting from eco-system services through enhanced management of natural resources, biodiversity and watersheds (SDG 15.2)/ **Baseline**: No data **Target:** 100,000 (50% women). **Source:** UNDP

3.4.2. Number of functional emergency operation centres **Baseline:** 20 out of 55 (2016). **Target:** 55 **Source:** Ministry of Home Affairs

3.4.3. Flood risk reduced in number of potentially dangerous glacial lakes **Baseline:** 2 (2016). **Target**: Additional 4 **Source**: Department of Hydrology/Metrology

Output 3.5. **Improved capacities of communities and government for resilient recovery and reconstruction.**

3.5.1. Percentage of new private houses meeting minimum compliance for earthquake resilience. **Baseline:** 37% (2017). **Target:** At least 80% households receiving housing grant. **Source:** NRA

3.5.2 Number of people benefitting from livelihood-related recovery measures. **Baseline:** 175,000 (2016). **Target:** Additional 375,000. **Source:** UNDP

3.5.3 Number of municipal and village councils that have strengthened recovery assessment, planning and coordination functions (SDG 11.b.1)/ **Baseline**: 0 (2016). **Target:** 19 municipality, 45 village councils **Source:** NRA | Development partners

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UNCDF | |

Annex 7 UNDP Nepal CPD 2018-2022- Milestone and Progress as of September 2020

Table 11: UNDP Nepal CPD 2018-2022 - Progress as of September 2020 for outcomes

Outcomes and Outputs	I.N	Indicator(s)	Baseline	Target (2022)	Milestone as of 2019	Progress as of 2019	Milestone 2020	Progress as of 2020	UNDP Remarks	Rating	MTR remarks
UNDAF/CPD 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.	1	1.1. Proportion of population living below the national poverty line	23.8% (2016)	14.4%	17.0%	18.7	NA	16.67	Exact data on this indicator comes only from Nepal Living standard survey (NLSS) done by Central Bureau of Statistics. Reported data (proxy) is from Nepal Economic Survey (Annual). In 2019-2020, the proportion of population living below the national poverty line is estimated to be 16.67%.	🟩	
	2	1.2. Share of bottom 40 per cent in total income Target: 15%	11.9 (2016)	15%	NA	NA-No new data available	NA	New data not available			
OUTCOME 2: By 2022, inclusive, democratic, accountable and transparent institutions are further strengthened towards ensuring rule of law, social justice and human rights for all particularly for vulnerable people	3	2.1. Percentage of Universal Periodic Review recommendations implemented	7.5% (2016	25%	50%	80%	80%	New data not available	UPR report has already been submitted by the Government to the Human Rights Council. New recommendations will be received once the SUR is conducted in November.	🟩	
	4	2.2. Number of vulnerable people accessing formal justice system	37,694 (37% female) (2016)	200,000 (at least 33% female)	57694	42847	70064	New data not available		🟨	
UNDAF/CPD Outcome 3: By 2022, environmental management, sustainable recovery and reconstruction, and resilience to climate change and natural disaster are strengthened at all levels.	5	3.1. Number of losses of human life compared to average annual loss between 2005 and 2015 Baseline: 1,110 (2016) Target: Achieve national target	1110	350	450	482	400	New data not available		🟩	
	6	3.2. Percentage reduction in direct annual economic loss due to damage and/or loss of agriculture, housing and critical infrastructure Baseline: Five-year average (2010-2014) Target: Achieve national target	0.431 (MW); 0.456 (FW); 0.496 (Nepal)	Achieve national target	0.5	0.54	0.5	New data not available		🟩	

Table 12 UNDP Nepal PD 2018-2022 - Progress as of September 2020 for outputs

Outcomes and Outputs	I.N	Indicator(s)	Baseline	Target (2022)	Milestone as of 2019	Progress as of 2019	Milestone as of 2020	Progress of 2020 (as of September 2020)	Progress as of September 2020	Remarks	Rating	MTR remarks
UNDP CPD Output 1.1. Policy, institutional and capacity development solutions lead to improved disaster and climate resilient livelihoods, productive employment and increased productivity in rural areas.	1	1.1.1. Number of full-time equivalent jobs created with UNDP-supported interventions (SDG 8.2) Source: Ministry of Industry	16,000 per year (2017) (70% women, 60% youth, 25% Dalit)	Additional 40,000 (70% women, 60% youth, 25% Dalit)	32000	50,414	40,000	6271	56,685	6271 Full time job and 2541 Part time job created	On track	
	2	1.1.2. Number of households with energy access with UNDP-supported interventions (SDG 7.1.1) Source: Alternative Energy Centre	423,644 (2016) individuals from 94,054 HHs (2017)	Additional 25,000 HHs in targeted provinces	104054	123,877	109,054	300	124,177		On track	
UNDP CPD Output 1.2 Municipalities adopt disaster and climate-resilient urban policies that promote access to safe and decent employment and income opportunities for vulnerable groups.	3	1.2.1. Urbanization strategy implemented for disaster and climate-resilient service delivery and economic development (SDG 11.a) Source: Ministry of Urban Development	None	Action plans adopted by 20 targeted municipalities	NA	NA	7	0	0	As of end of October 2020, all the provinces have completed the formulation process of their DRR Policy and Strategic Action Plans. Finalization and endorsement will be done soon.	Off track	
	4	1.2.2. Number of targeted municipalities with risk - informed planning, budgeting and service delivery capacities strengthened (SDG 11.b) Source: Ministry of Local Development	None	20	NA	NA	6	2	2	UNDP had developed electronic building permit (eBPS), an automated system helps in ensuring compliance of the building to national building code and local bye-laws. Also, the tracking mechanism and database system helps significant improvement in service delivery of the municipalities. In 2020, UNDP supported in establishment of eBPS in two municipalities in Kathmandu valley, namely Changunarayan and Madhyapur Thimi.	At risk	Achieving the total target of 20 Municipality by 2022 may not a problem, however at present it is lagging the target.

Outcomes and Outputs	I.N	Indicator(s)	Baseline	Target (2022)	Milestone as of 2019	Progress as of 2019	Milestone as of 2020	Progress of 2020 (as of September 2020)	Progress as of September 2020	Remarks	Rating	MTR remarks
UNDP CPD Output 1.3. Improved national capacities in planning, monitoring, financing and reporting on 2030 agenda.	5	1.3.1. Extent to which updated and disaggregated data is being used to monitor progress on national development goals aligned with the SDGs (SDG 17.18) Source: CBS	Not adequately (2016)	Largely	Some what	Somew hat	Enough	Somewhat	Somewhat		At risk *not SMART)	
	6	1.3.2. National integrated financing framework for 2030 Agenda is in place Source: National Planning Commission/UNDP	None	3 Framework in place	0	1	1	0	1		On track	
	7	1.3.3. Ease of 'doing business in Nepal' improved in three areas: starting a business; getting electricity; and getting credit Source: World Bank	Ranked 107 (2016)	Improvement in ranking and Distance to Frontier	110	94	NA	94	94	In the 2020 Doing Business report made public by the World Bank Group, Nepal has been ranked 94th among 190 economies. The country has scored 63.2.	On track	
UNDP CPD Output 2.1 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.	8	2.1.1. National level comprehensive capacity development plan implemented to enable the federal and subnational governments to function in the federal set up Source: Implementation partners	None	Plan in place and 60% of activities implemented	NA	NA	1	0	0	Draft Capacity development plan is ready. With the TA support from UNDP, 76 TA staff onboard, reported duty station, and are providing technical assistance to PLGSP implementation. With the joining of new staff and establishment of the Provincial Programme Implementation Units and the Provincial Centres for Good Governance, the full-fledged implementation of the programme began.	At risk	PLGSP TA was started late. Covid-19 halted this. May gain momentum after the pandemic and the target achievement could be recovered by 2022.
	9	2.1.2 Activities of National level comprehensive capacity development plan implemented to enable the federal and subnational governments	None	60% of activities	NA	NA	20%	0	0	The draft capacity development is already in place and will have further consultations to get it finalized. Once the plan is finalized, the activities will be implemented.	Off Track	As above

Outcomes and Outputs	I.N	Indicator(s)	Baseline	Target (2022)	Milestone as of 2019	Progress as of 2019	Milestone as of 2020	Progress of 2020 (as of September 2020)	Progress as of September 2020	Remarks	Rating	MTR remarks
		to function in the federal set up Source: Implementation partners									 	
	10	2.1.3. Number of laws drafted/reviewed in an inclusive and participatory manner to implement the constitution (SDG 16.3) Source: Implementation partners	20 (2016)	Additional 40	17	63	45	25	88	25 including three laws related to the transmitted diseases reviewed	On track	
UNDP CPD Output 2.2 Systems, procedures and capacities of government institutions at subnational level in place for service delivery in an inclusive, transparent and accountable manner.	11	2.2.1. Number of provincial governments with planning, monitoring and oversight systems and procedures for accountable government functions and inclusive risk-informed service delivery. (SDG 16.6) Source: Ministry of Local Development	None	Four targeted provinces and 25% of local governments	4	7	4	7	7	Provincial Planning Commissions of Bagmati, Gandaki, and Karnali prepared periodic provincial development plan. The plans overall include situation analysis, long-term goals, objectives, strategies, sectoral priorities and policies, and monitoring and evaluation frameworks. Other provinces have prepared their baseline reports which will inform the periodic plan and monitoring.	On track	
	12	2.2.1. Number of local governments with planning, monitoring and oversight systems and procedures for accountable government functions and inclusive risk-informed service delivery. (SDG 16.6) Source: Ministry of Local Development	0	189	45	35	95	0	35		At risk	Need to check with PLGSP NPM on 18th Nov Wednesday

Outcomes and Outputs	I.N	Indicator(s)	Baseline	Target (2022)	Miles tone as of 2019	Progres s as of 2019	Milesto ne as of 2020	Progress of 2020 (as of Septembe r 2020)	Progress as of Septembe r 2020	Remarks	Rating	MTR remarks
	13	2.2.2. Number of provincial government institutions that ensure public access to information and protect fundamental freedoms, in accordance with national legislation, international agreements and best practice in the region (SDG 16.10) Source: Ministry of Local Development	None	Four targeted provinces and 25% of local governments	4	0	4	0	4		On track	
	14	2.2.3. Number of local government institutions that ensure public access to information and protect fundamental freedoms, in accordance with national legislation, international agreements and best practice in the region (SDG 16.10) Source: Ministry of Local Development	0	189	45	9	90	0	9	Few of the local government are drafting the legislation on right to information. And the laws will be helpful in enhancing transparency.	Off track	PLGSP-TA activity. Once the normal activities are started finalizing the legislation can take place in targeted LGs, however putting it into practice may be lagging far behind to be recovered in next one year
UNDP CPD Output 2.3 Civic space for engagement, voice and participation of youth, women and vulnerable groups broadened at all levels.	15	2.3.1. Number of women benefitting from private and/or public measures to support women's preparedness for leadership and decision-making roles (SDG 16.7) Source: General Administration/governme nt reports	1,056 (2016)	Additional 2,000 in four targeted provinces	2056	2,186	2,556	440	2,626	Under PSP, over 240 women were trained/ reached out to enhance their leadership. PSP has dedicated output for GESI (Output 4) and the project activities have provided equal opportunity to men and women. 144 women MPs were reached out through capacity building events. Besides, 56 women from Sudurpaschim Provincial Assembly, Karnali Provincial Assembly, Province 5, Bagmati Province and	On track	

Outcomes and Outputs	I.N	Indicator(s)	Baseline	Target (2022)	Milestone as of 2019	Progress as of 2019	Milestone as of 2020	Progress of 2020 (as of September 2020)	Progress as of September 2020	Remarks	Rating	MTR remarks
										Province 2 participated in mentoring sessions on Multidimensional Impacts of Covid-19 and the role of Parliamentarians. Similarly, 41 women of Bagmati Province and Provincial Assembly of Province 2 increased their skills to raise their voices for to interact on gender-friendly and inclusive pre-budget by participating in the discussions which offered them with comparative analysis of the last budgets and area of improvement to make this year budget with more gender-responsive. This budget discussion also showed them how to see any potential disproportionate allocation of budget; impact of COVID 19 on women, issues of women migrant returnees, women farmers, elderly citizens; PWDs and marginalized sections in the upcoming budget.		
	16	2.3.2. Number of civil society organizations using open platforms and networks to have an effective voice in national and subnational governance and decision-making processes\n\nSource: UNDP	None	7	7	46	7	0	46	UNDP is supporting ECN to develop civic engagement and partnership strategy	On track	

Outcomes and Outputs	I.N	Indicator(s)	Baseline	Target (2022)	Miles tone as of 2019	Progress as of 2019	Milesto ne as of 2020	Progress of 2020 (as of Septembe r 2020)	Progress as of Septembe r 2020	Remarks	Rating	MTR remarks
	17	2.3.3. Number of people benefitted from UNDP-supported (public/governance institutions) outreach on civic and electoral education Source: Election Commission and Parliament	22,000 (40% female)	Increased by 5% (40% female) annually	2425 5	29,876	25,468	600	30,476	Due to the urgent need and priority given to address and support COVID-19 related response, ESP provided support on COVID response and reached out to 600 people through 6 webinars conducted on GESI issues.	On track	
UNDP CPD Output 2.4. Justice sector institutions strengthened in accordance with the constitution and human rights standards to ensure greater access to justice	18	2.4.1. Number of people having benefitted from integrated legal aid service, as per integrated legal aid policy (SDG 16.3) Source: Nepal Bar Association	19,072 (2016)	150,000 (33% female)	3407 2	31,117	69,072	2,123	33,240	2123 people in total (1473 women) have benefitted in 2020. The integrated legal Aid policy has not been fully implemented yet.	Off track	Covid-19 effect as the courts were closed. Also, the CLAP implementation is not fully achieved yet. Considering the target of 150,000 people, it seems difficult to achieve the remaining target of 116760 by 2022.
	19	2.4.2. Number of conflict victims who are provided with transitional justice services to address their grievances *Source: Transitional Justice Mechanism*	1,328 (2016)	Increased by 10% annually	1607	1,828	1,768	60	1,888	60 conflict victims from two provinces benefited from the training on socio-psyche counselling. And around 100 additional from other provinces will be trained. The trainings are being conducted through human rights commission project.	On track	
UNDP CPD Output 3.1 Understanding and knowledge on environment, climate change adaptation and disaster risk reduction enhanced	20	3.1.1. Disaster damage/loss database, disaggregated by age and sex maintained, analysed, disseminated and applied in decision-making (SDG 13.3) *Source: Ministry of Home Affairs*	No report produced (2016)	Biannual report	2	1	1	1	1	Disaster Damage and Loss Database established with support from UNDP in 2019 is integrated into BIPAD platform of GON (MOHA)	On track	

Outcomes and Outputs	I.N	Indicator(s)	Baseline	Target (2022)	Milestone as of 2019	Progress as of 2019	Milestone as of 2020	Progress of 2020 (as of September 2020)	Progress as of September 2020	Remarks	Rating	MTR remarks
at national, subnational and community levels to make development risk-informed	21	3.1.2. Number of risk and vulnerability assessments conducted for priority sub-watersheds, sectors and municipalities *Source: Ministry of Home Affairs*	12 sub-watersheds; 3 district level landslides; 1 municipal multi-hazard (2016)	Additional 7 sub-watersheds; 2 sectoral and 5 municipal risk assessments	17	15	9	0	15	LDCF/GEF project yet to implement, hence there is zero progress.	On track	
	22	3.1.2. Number of risk and vulnerability assessments conducted for priority sectors *Source: Ministry of Home Affairs*	3	15	5	5	9	0	5	LDCF/GEF project yet to implement, hence there is zero progress.	Off track	
	23	3.1.3. Number of risk and vulnerability assessments conducted for municipalities *Source: Ministry of Home Affairs*	1	21	3	4	7	15	19	During policy formulation process, Risk profiles of 15 municipalities including all seven provincial headquarter have also been developed.	On track	
UNDP CPD Output 3.2 Policy and institutional mechanisms strengthened for integrating gender responsive CCA/DRR and environment management in national and key sector's development planning.	24	3.2.1. Number of sectoral ministries integrate CCA/DRR in their plans based on National Planning Commission mainstreaming guidelines (SDG 1.5.3) Source: UNDP	None	6	2	1	3	0	1	None at federal level; Framework for risk informing provincial and municipal level development planning under finalisation	At risk	
	25	3.2.2. Number of rural and urban municipalities in targeted provinces having local development plans that integrate CCA/DRR (SDG 11.a) *Source: Ministry of Urban Development/ Ministry Local Development*	33 municipalities with DRR integrated plans	30 new municipalities	45	59	51	5	64	1. Bhimeshwor municipality - 7 wards (of which 2 wards in 2019) 2. Bharatpur municipality - 5 wards 3. Indrawati rural municipality - 6 wards (2019) 4. Chaurata Shangachowkgadhi municipality - 2 wards (2019) 5. Shailung rural municipality - 5 wards (2019)	On track	

Outcomes and Outputs	I.N	Indicator(s)	Baseline	Target (2022)	Milestone as of 2019	Progress as of 2019	Milestone as of 2020	Progress of 2020 (as of September 2020)	Progress as of September 2020	Remarks	Rating	MTR remarks
	26	3.2.3. Number of persistent organic pollutants (POPs) covered under new regulatory mechanism Source: UNDP	12 (2016)	Additional 14 POPs	NA	NA	NA	NA	NA		Off track	
UNDP CPD Output 3.3 Mechanisms in place to enable the Government and private sector to increase investment in CCA/DRR, recovery and environment management.	27	3.3.1. Percentage of annual allocation and expenditure for climate risk management and recovery in selected sectors (SDG 13.a) Source: Ministry of Finance	19.45% budget; 74% expenditure (2015/16)	Additional 25% budget, 5% expenditure	30.38 62.84	30.24 84.43	38.0 65.98	32.4% 91%	32.4% 91%	The Fiscal Year Budget 2019/20 allocated 30.3 % of climate relevant budget from the total annual budget. The FY 2020/21 allocated 32.4 % of climate relevant budget from the total annual national budget. The expenditure of FY 2019/20 on climate relevant budget was 91 % of total allocation.	At risk	
	28	3.3.2. Public-private partnership strategy in place for increased investments for CCA/DRR Source: UNDP	0	Strategy developed	NA	NA	1	0	0	Strategy on private sector financing for climate solutions being prepared.	At risk	
UNDP CPD Output 3.4: Capacities of subnational governments and communities strengthened for effective preparedness and response, environment management, CCA/DRR.	29	3.4.1. Number of people benefitting from eco-system services through enhanced management of natural resources, biodiversity and watersheds (SDG 15.2) Source: UNDP	No data	100,000 (50% women)	NA	NA	NA	NA	NA	None of the existing project contributing this indicator.	Off track	
	30	3.4.2. Number of functional emergency operation centres Source: Ministry of Home Affairs	20 out of 55 (2016)	55	34	25	NA	1	26	1 MEOC in Lalitpur Metropolitan City is functional with secondment of Information Management Officer. Likewise, 2 MEOCs in Bhimeshwor and Bharatpur are under establishment	At risk	
	31	3.4.3. Flood risk reduced in number of potentially dangerous glacial lakes Source: Department of Hydrology /Metrology	2 (2016)	Additional 4	2	2	4	0	2		At risk	

Outcomes and Outputs	I.N	Indicator(s)	Baseline	Target (2022)	Milestone as of 2019	Progress as of 2019	Milestone as of 2020	Progress of 2020 (as of September 2020)	Progress as of September 2020	Remarks	Rating	MTR remarks
UNDP CPD 3.5 Improved capacities of communities and government for resilient recovery and reconstruction.	32	3.5.1. Percentage of new private houses meeting minimum compliance for earthquake resilience Source: NRA	37% (2017)	At least 80% households receiving housing grant	60	85.94	80	89.30%		Completed reconstruction and received third tranche, which measures their compliance to the technical norms for seismic resilience	On track	
	33	3.5.2 Number of people benefitting from livelihood-related recovery measures Source: UNDP	175,000 (2016)	Additional 375,000	325000	531,661	550,000	16,554	548,215	Through EU funded BBB imitative in Sindhupalchok and Dolakha and 7 earthquake affected districts through CILRP.	On track	
	34	3.5.3 Number of municipalities that have strengthened recovery assessment, planning and coordination functions (SDG 11.b.1) Source: NRA	0 (2016)	19 municipality, 45 village councils	8	12	NA	2	14	Supported 2 municipalities in effectively coordinating housing recovery and reconstruction	On track	
	35	3.5.3 Number of rural municipalities that have strengthened recovery assessment, planning and coordination functions (SDG 11.b.1) Source: NRA	0 (2016)	19 municipality, 45 village councils	0	8	NA	6	14	Supported 6 Rural Municipalities in effectively coordinating housing recovery and reconstruction	At risk	

Annex 8: Signed forms for Code of Conduct

Evaluation Consultants Agreement Form

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Lilit Melikyan……………………………………………

Name of Consultancy Organisation (where relevant): ………………………………..

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at (place) on (date)

Lilit Melikyan

Signature: December 9, 2020

Evaluation Consultants Agreement Form

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: <u>Raghav Raj Regmi,</u>

Name of Consultancy Organisation (where relevant): <u>Development Consultancy Center (DECC)</u>

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at (place) on (date)

Kathmandu, 15ᵗʰ Sept, 2020

Signature: _____

Annex 1: United Nations Evaluation Group – Code of Conduct for Evaluation in the UN System

Evaluation Staff Agreement Form

To be signed by all staff engaged full or part time in evaluation at the start of their contract.

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Staff Member: _Sunaina Sharma_

I confirm that I have received and understood, and will abide by the United Nations Evaluation Group Code of Conduct for Evaluation.

Signed at (place) on (date)

23rd September 2020

Signature: _____