

**Term of Reference (ToR) for the Final Evaluation of  
Technical Assistance for Micro Enterprise Development for Poverty Alleviation at the  
Sub-national level (MEDPA-TA)**

**1. Background and Context:**

The micro enterprise development model tested by the program (Micro Enterprise Development Programme (MEDEP), launched in 1998) has been now recognized as a successful model for poverty alleviation and employment generation in Nepal. The government of Nepal has replicated the model in all 77 districts through launch of Micro Enterprise Development for Poverty Alleviation Programme (MEDPA), a flagship program of the government led by the Ministry of Industry, Commerce and Supplies (MOICS).

With roll out of the new federal system of governance followed by establishment of seven provinces and 753 local governments in 2017, institutionalization of the MED model through MEDPA has demanded new commitments from the provincial and local governments. It is imperative that the policy framework, systems, and institutional arrangements that underpin MEDPA implementation are adapted to the new federal context and capacities of the provincial and local governments are built for implementation. A timely intervention is therefore critical to ensure that the model is effectively delivered by provincial and local governments and continues to be recognized as an important poverty reduction strategy in Nepal.

To respond to this emerging priority to ensure smooth transition of MEDPA under this changed context, the Ministry of Industry, Commerce and Supplies (MOICS), Department of Foreign Affairs and Trade (DFAT) and United Nations Development Program (UNDP) have agreed to implement a new MEDPA-TA program for two years from October 2018 to September 2020. The project has been extended till March 2021.

Microenterprise development and supporting poor households to become micro entrepreneurs is now recognized as among the effective strategies for reducing poverty and generating employment in Nepal. This achievement is due in part to MEDEP's two decades of involvement to develop and refine a microenterprise development model and roll it out nationwide. With the impending closure of MEDEP, the success of the government's flagship program for microenterprise development (MEDPA) will depend on whether its constituent components are suitably adapted to the new federal setup. Identifying and addressing gaps at the federal, provincial, and local government levels, based on their respective mandates related to microenterprise development is crucial. The project will support the government – at different levels - to adapt MEDPA to the new federal structure. It will therefore work at all three levels of government, building on existing capacities and systems for micro enterprise development, and supporting the government to address gaps.

The MEDPA - TA has been designed to support MEDPA implementation nationally in new federal context to achieve the following two outputs:

Output 1: The local governments in seven provinces allocates their resources to MEDPA/Micro Enterprise Development (MED) type activities as well as help implementing MEDPA in their constituencies; and

Output 2: Institutionalize the microenterprise development model at federal, provincial and local government to implement MEDPA.

The technical assistance will be aligned with newly defined functional responsibilities and accountability of various agencies of the federal, provincial and local governments with respect to their role in MEDPA implementation and fund flow.

The Project is being implemented by the Ministry of Industry, Commerce and Supply, Government of Nepal in technical and financial assistance of UNDP and DFAT under the National Implementation Modality (NIM). The total budget of the project period is 2,062,821 USD, out of which UNDP TRAC funds 955,010 USD, DFAT funds 767,340 USD and Government of Nepal funds 340,471 USD. As of 13 September 2020, the total USD 1,242,286 has been spent.

The MEDPA-TA staffs are stationed at the Federal Ministry – the MoICS, the provincial Ministry of MoITFE and in 21 districts- the District Cottage and Small Industry Office (DCSIO) with physical presence in 28 districts and has been providing technical assistance to different levels of the government. The key support provided by MEDPA-TA for institutionalization of MED model are- support in MEDPA implementation, reforms in existing systems, policies, acts, by-laws, guidelines; promotion of MED and establishment of functional Gender Equality and Social Inclusion (GESI) MIS for strengthening the M & E system. In line with substantial budget allocation (NRs. 2.2 billion from 1.1 billion) by Federal Government as Conditional grant to all 753 local governments, the role of MEDPA-TA to institutionalize MEDPA has increased substantially. As a result of the TA support, the different levels of the government has allocated budget for MED related activities, drafted policies/acts, inclusion of MED in the policy documents, and revision of guidelines for the promotion of micro enterprise development.

*Table 1 - Project Information*

<b>PROJECT INFORMATION</b>		
Project title	Technical Assistance for Micro Enterprise Development Programme for Poverty Alleviation at the Sub-National Level (MEDPA-TA)	
Award ID	00106411	
Contributing outcome and output:	<p><b>UNDAF/CPD Outcome1:</b> By 2022, impoverished, especially economically vulnerable people have increased access to sustainable livelihoods, safe and decent employment, and income opportunities</p> <p><b>UNDP CPD Output 1.1:</b> Policy, institutional, and capacity building development solutions lead to improved livelihoods, productive employment and increased factor productivity in rural areas.</p>	
Country	Nepal	
Region	Asia Pacific	
Date (Project document signed)	12 October 2018	
Project dates	Start	Planned end
	October 2018	March 2021
Project budget	US \$ 2,062,821.00	

Project expenditure at the time of evaluation	USD 1,242,286.00
Funding source	GoN, DFAT and UNDP
Implementing Partner	Ministry of Industry, Commerce and Supplies, Government of Nepal

At the time of writing, Nepal has confirmed 65,276 cases of COVID-19 (as of 21 September 2020) of which 47,238 are recovered and 427 are died. The source of the COVID-19 cases is mostly from the arrival of large numbers of returning migrant workers and Nepali students from India, the Gulf, and other Asian and European countries. The government decided to bring the entire nation under lockdown from 24th March 2020. The lockdown has profoundly altered the rhythm of everyday life. After the partial ease of the lockdown, the cases were started to increase and now the spread is widely, and community transmissions are started to be seen in specific locations.

The Covid-19 pandemic crisis further deteriorated livelihoods and impacted badly to the poor daily wage earner migrant workers due to the closure of businesses and prolonged lockdown. The crisis has disproportionately impacted the most vulnerable including informal workers, particularly women and daily wage workers, internal migrants and seasonal migrants to India, who are excluded from any social protection measures, exacerbating social and economic inequalities. In this changed context, the MEDPA-TA is playing a vital role in creating jobs for women and youth by providing technical support to local governments. A total of more than 344,900 long-term jobs were created with the technical support to MEDEP/MEDPA as of July 2020. The work of MEDPA-TA has also been impacted by the pandemic, the field travel has been curtailed owing to lockdown, prohibitory orders and increased infections. The field staffs are working from home providing TA support basically through online communications.

As the project is going to end on 31st March 2021, UNDP has planned to commission an evaluation to identify and document the achievements of project interventions, challenges, lessons learned and best practices. The findings of the evaluation will provide guidance for the way forward for future course of action. Thus, the evaluation report is expected to include specific recommendations for future programming/interventions.

The key stakeholders of this evaluation are the Ministry of Industry, Commerce and Supplies (MOICS), Ministry of Federal Affairs and General Administration (MoFAGA), Ministry of Industry, Tourism, Forest and Environment (MOITFE) at provincial level, District Cottage and Small Industry office/ Cottage and Small Industry Development Committee (DCSIO/CSIDB) at district level, Local Governments (LG) and Micro Enterprise Development Service Provider (MEDSP), the micro entrepreneurs, UNDP and DFAT.

## **2. Purpose of the Evaluation:**

The overall objective of the final evaluation is to assess the results and approaches of the MEDPA-TA implementation in collaborating with and supporting the Federal, Provincial and Local governments and

its institutionalization. The evaluation should assess results against output targets and project's contribution in effective implementation of the MEDPA, assess the relevance, appropriateness of the implementation strategies and challenges encountered as well as identify the key lessons learnt and make specific recommendations for future course of actions. In addition, the evaluation should indicate if the produced results are in the right direction towards contributing to employment generation.

The evaluation is intended to be forward looking which will capture lessons learnt and provide information on the relevancy, effectiveness, coherence, efficiency and sustainability of the MEDPA-TA. The evaluation will also highlight on the usefulness, further need of the MEDPA-TA support to the sub-national level governments- the Provincial and Local for MED institutionalization and MEDPA implementation at the Local Government levels. The emphasis on learning lessons articulate to the issue of understanding what has worked, what has not worked and what are the effective ways of supporting different levels of the government as a guide for future planning.

The specific objectives of the final evaluation are the following:

- to assess the implementation approaches, progress made, challenges encountered, identify and document the lessons learnt and make recommendations to develop similar technical assistance projects in the future.
- to assess the progress against its objectives, expected result, outputs and indicators.
- to assess the approaches and interventions adopted by the project towards achieving the outputs.
- to identify and document main project achievements and results and their impact, and lessons learned.
- to ascertain the relevance, effectiveness, coherence, efficiency and sustainability of the project interventions.

### **3. Scope of the Evaluation:**

The evaluation should look at the relevance of the project, quality of project design, effectiveness and efficiency of implementation to date and sustainability of the project at all three levels of the government. It will address the results achieved, MED model institutionalized, as well as issues of capacity and implementation approaches. Particularly, the evaluation should cover but not limited to the following areas.

- Relevance of the project: review the progress against project outputs and contribution to outcome level results as defined in the project's theory of change and ascertain whether assumptions and risks remain valid. Identify any other intended or unintended, positive or negative, results.
- Effectiveness and efficiency of implementation approaches: review project's technical as well as operational approaches and deliverables, quality of results and their impact, alignment with national priorities and responding to the needs of the stakeholders; covering the results achieved, the partnerships established, as well as issues of capacity;
- Review the project's approaches in general including mainstreaming of gender equality and social inclusion, with particular focus on women and marginalised groups;
- Review and assess the sustainability of the results and risks and opportunities (in terms of resource mobilization, synergy and areas of interventions) related to future interventions;

- Review external factors beyond the control of the project that have affected it negatively or positively;
- Review planning, management, monitoring and quality assurance mechanisms for the delivery of the project interventions;
- Review coordination and communication processes and mechanisms with the stakeholders;
- Review how the implementation of project interventions may have been impacted by COVID-19 and how the project interventions are contributing to address the immediate and long term employment needs in the changed context.
- Include Gender equality and women’s empowerment in the scope of the evaluation.

#### 4. Evaluation Criteria and Guiding Questions

The evaluation will follow the OECD-DAC’s revised evaluation criteria - Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability. Partnership, GESI and Human Rights will be added as cross-cutting criteria. The guiding questions outlined below should be further refined by the evaluation team and agreed with UNDP before commencement of the evaluation.

*Table 2 - Criteria and Guiding Questions*

Relevance	<ul style="list-style-type: none"> <li>(i) To what extent the overall design and approaches of the project were relevant?</li> <li>(ii) To what extent, the inputs and strategies identified were realistic, appropriate and adequate to achieve the results?</li> <li>(iii) To what extent did the Project achieve its overall objectives?</li> <li>(iv) To what extent the project was/is able to address the needs of the three tiers of governments in the changed context?</li> <li>(v) To what extent were the output level results achieved and how did the project contribute to project outcomes for institutionalizing MED model in federal and provincial level?</li> <li>(vi) To assess whether the results achieved had a differentiated impact on women and other vulnerable groups?</li> <li>(vii) To what extent the project contributed to the outcome and output of the CPD? Were there any unintended positive or negative results?</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>(i) To what extent the project activities were delivered effectively in terms of quality, quantity and timing?</li> <li>(ii) How effective were the strategies and tools used in the implementation of the project?</li> <li>(iii) To what extent the project was effective in enhancing the capacity of the federal, provincial and local government to institutionalize the MED model and MEDPA implementation.</li> <li>(iv) How effective has the project been in responding to the needs of the beneficiaries, and what results were achieved?</li> <li>(v) What are the key internal and external factors (success &amp; failure factors) that have contributed, affected, or impeded the achievements, and how UNDP and the partner have managed these factors?</li> <li>(vi) To what extent did the project contribute to the CPD outcome and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?</li> <li>(vii) To what extent the project was successful to create entrepreneurship and employment opportunities at the local level?</li> </ul>

	(viii) How effective was the project in ensuring that concerns around GESI were integrated in its approach?
	(i) How well the intervention fit in changed context? (ii) To what extent the intervention is coherence with Government’s policies (iii) To what extent the intervention addressed the synergies and interlinkages with other interventions carried out by UNDP or Government of Nepal? (internal coherence) (iv) To what extent the intervention was consistence with other actor’s interventions in the same context or adding value to avoid duplication of the efforts? (External coherence)
Efficiency	(v) To what extent is the existing project management structure appropriate and efficient in generating the expected results? (vi) Have resources (funds, human resources, time, expertise, etc) been allocated strategically to achieve outcomes? (vii) Was the process of achieving results efficient? Were the resources effectively utilized? (viii) Did project activities overlap and duplicate other similar interventions (funded nationally and/or by other donors)? (ix) What are the strengths, weaknesses, opportunities and threats of the project’s implementation process?
Sustainability	(i) To what extent are the three tiers of governments likely to be institutionalized MED model and implemented MEDPA after the completion of this project? (ii) What is the likelihood of continuation and sustainability of Micro Enterprise Development Service Provider (MEDSP) procurement process by federal, province and local government after completion of the project? (iii) How were capacities strengthened at the federal, provincial and local governments for MEDPA implementation and institutionalization? (iv) Does federal, provincial and local government formulate enabling policies, regulations, guidelines and institutional mechanism required for implementation of MEDPA? (v) To what extent are the three tiers of government allocated budget to implement poverty alleviation through entrepreneurship development program through MED model? (vi) Describe key factors that will require attention in order to improve prospects of sustainability of Project outcomes and the potential for replication of the approach?
Impact	(i) To what extent the programme initiatives indicate that the changes (positive and negative, intended and unintended) will be achieved? (ii) To what extent the MEDPA-TA has made real difference to the implementation of MEDPA and MED model in local governments? (iii) To what extent has the support enabled citizen’s trust in local government and its systems, particularly those of women.
Gender and Social Inclusion (GESI)	(i) To what extent have gender equality and social inclusion (GESI) provisions been incorporated in the MEDPA implementation? (ii) To what extent the GESI MIS developed by the project is robust to generate gender disaggregated data and information? (iii) To what extent has the project promoted positive changes of women, disabled and all types of marginalized group?



Human Rights	<ul style="list-style-type: none"> <li>(i) To what extent the human rights issues are/were considered in MEDPA implementation and integration of MED model in local government and with what impact?</li> <li>(ii) To what extent the issues of human rights are reflected in the policy, guidelines and manuals developed to implement MEDPA?</li> </ul>
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#### 4. Methodology

The evaluation methods suggested here are indicative only. The evaluation consultant should review the methodology and propose the final methods and data collection tools as part of the inception report. The evaluation should build upon the available programme documents, field visits, interviews and discussions, which would provide an opportunity for more in-depth analysis and understanding of MEDPA-TA programme. The evaluation consultant is expected to frame the evaluation using the criteria of relevance, effectiveness, efficiency and sustainability. The methods and tools should adequately address the issues of gender equality and social inclusion.

The consultant must provide evidence-based information that is credible, reliable and useful. The consultant is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, project team, UNDP CO and key stakeholders. The evaluation will provide quantitative and qualitative data adopting appropriate methods. Some of the data collection methods are listed in below table 3.

*Table 3 – Some Methods of Collecting Data*

Review of related literature	<p>The evaluator is expected to carry out the following activities while reviewing the related literature:</p> <ul style="list-style-type: none"> <li>(i) Desk study of relevant literature</li> <li>(ii) Study and review of all relevant project documentation including project documents, annual work-plans, project progress reports, progress against output and other results indicators, annual project reports, reports of the project steering committee</li> <li>(iii) Evidence sources (such as monitoring reports, surveys, partner reports, pictures etc)</li> </ul>
Interviews/Consultations	<ul style="list-style-type: none"> <li>(i) In depth interviews to gather primary data from key stakeholders using a structured methodology</li> <li>(ii) Focus Group discussion with project beneficiaries and other stakeholders.</li> <li>(iii) Interviews with relevant key informants</li> <li>(iv) Meetings and or discussions with MoICS, UNDP and MEDPA-TA officials and other relevant stakeholders to complement the information received from other sources and for triangulation of information.</li> <li>(v) Online surveys or zoom meetings may be conducted to solicit feedback.</li> </ul>

Observations/Field Visits	The evaluator will carry-out necessary field visits using checklists which have been pre-approved by the office as part of the Inception Report and ensuring that all beneficiaries are adequately covered.
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The final methodological approach, including interview questionnaire and schedule, field visits, evaluation matrix and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed with UNDP. The evaluator should select the respondents using an appropriate sampling technique. While selecting the respondents, the evaluator should ensure gender balance.

## 5. Expected Deliverables:

The following deliverables in line with IEO's guidance are expected:

*Table 4 - Expected Deliverables and Descriptions*

S. N.	Deliverables	Descriptions
1	Inception report	<ul style="list-style-type: none"> <li>The report is subject to outline the key scope of the work and intended work plan of the analysis, and evaluation questions</li> <li>Shall be submitted after 5 days of commencing the consultancy.</li> <li>The report should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures.</li> <li>The report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product.</li> <li>Inception report must demonstrate whether the evaluator's have the same understanding of the Theory of Change as the CO;</li> <li>Inception report should include specific questions to be posed to the stakeholders under each of the evaluation categories</li> </ul>
2	Evaluation matrix	<ul style="list-style-type: none"> <li>This matrix should include key evaluation criteria, indicators, question and sub-questions to capture and assess them.</li> </ul>
3	Evaluation briefing	<ul style="list-style-type: none"> <li>After completion of data collection or before sharing the draft report, the evaluator should present preliminary debriefing and findings to stakeholders</li> </ul>
3	Draft report	<ul style="list-style-type: none"> <li>Evaluator should submit a comprehensive draft report consisting of major findings and recommendations for future course of action.</li> <li>The draft report will be shared with the wider stakeholders for their review and comments.</li> <li>The report will be produced in English and Nepali Language. The report should provide options for strategy and policy as well as recommendations.</li> <li>At least 10 days needs to be provided for review and comments.</li> </ul>
4	Final draft report	<ul style="list-style-type: none"> <li>The final draft report should be submitted within the given timeline with enough detail and quality.</li> </ul>
5	Audit Trail Form	<ul style="list-style-type: none"> <li>The comments and changes by the consultant in response to the draft report should be retained by the evaluator in form of audit trail to show they have addressed comments.</li> </ul>



8	Final report	<ul style="list-style-type: none"> <li>The consultant should submit the final report, incorporating all the comments and suggestions received on the draft<sup>1</sup>.</li> </ul>
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## 6. Evaluation team composition and required competencies:

Team of two evaluators (national) is envisaged that include one as a team leader and another as a team member. Evaluation team should be gender inclusive to the extent possible. Applying team members who are involved in any way in the design, management or implementation or advising any aspect of the MEDPA-TA that is the subject of the evaluation will not be qualified. The team will be selected by UNDP CO. The two consultants are expected to work as a team under the leadership of Team leader. In case of difference of opinion, the team leader 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 final evaluation should not exceed 45 days (25 days for team leader and 20 days for team member).

Deliverables/ Outputs	Estimated Person days to Complete	1 National Consultant- Team leader	1 National Consultant- team member
<b>MTR inception report</b> (including final methodology, data collection tools and questions, proposed schedules, evaluation matrix etc)	6 days	3	3
<b>Desk review and analysis</b>	6 days	3	3
<b>Interviews and analysis</b>	14 days	7	7
<b>MTR draft report</b>	10 days	5	5
<b>Debrief on draft findings and recommendations to the management</b>	2 days	1	1
<b>MTR Second Report</b>	4 days	3	1
<b>MTR final draft</b>	2 days	2	0
<b>Final Presentation</b>	1 days	1	0
<b>Total</b>	<b>45 Days</b>	<b>25 days</b>	<b>20 days</b>

<sup>1</sup> It is possible that multiple reiterations of the document may be required until the draft is approved. Evaluators must maintain complete audit trail of feedback from stakeholders.

### 6.1 National Consultant-Team leader: One

Responsible for overall lead and management of the final evaluation. S/he should be responsible to ensure the overall quality of the evaluation and timely submission of the evaluation report to UNDP. He should ensure gender and social inclusion perspectives are incorporated throughout the evaluation work and report.

*Table 5 - National consultant-team leader and required competencies*

Title	National Consultant-Team leader
Duration	25 working days
Qualifications	At least Master's degree in Sociology, International Development, Development Economics/Planning, Rural Development, Public Policy, Public Administration, and any other related disciplines
Experiences	<ul style="list-style-type: none"> <li>• At least seven years' experience in designing, implementing and/or monitoring development programmes (including but not limited to social mobilization, micro-enterprise development, employment development, micro-finance, policy formulation and implementation and/or income generation activities etc)</li> <li>• Should have demonstrated experiences of designing and conducting similar kinds of evaluations of development projects and programmes in Nepal;</li> </ul>
Skills and competencies	<ul style="list-style-type: none"> <li>• Excellent analytical and report writing skills.</li> <li>• Knowledge and experience of gender sensitive evaluations;</li> <li>• Excellent written and verbal communication skills in English and Nepali are required.</li> <li>• Knowledge and experience in the field of Entrepreneurship development, poverty alleviation, public policy related to entrepreneurship development related issues;</li> </ul>
Major Roles and Responsibilities	<ul style="list-style-type: none"> <li>• Collect and review the relevant documents</li> <li>• Finalize the review methods, scope and data collection and analysis instruments</li> <li>• Arrange and conduct interview with the selected target group, partners and stakeholders independently.</li> <li>• Facilitate stakeholders' discussion and focus groups to collect, collate and synthesize information (both in Kathmandu and provinces)</li> <li>• Analyze the data and prepare a draft report ensuring the triangulation of the findings, obtain strong evidence for the analysis from multiple sources.</li> <li>• Follow the ethical consideration.</li> <li>• Incorporate the comments and feedback of the stakeholders in the draft report to finalize it</li> <li>• Submit the final report to UNDP within stipulated timeline.</li> </ul>

### 6.2 National Consultant-Team member: One

Responsible for contributing in design and management of the final evaluation by supporting the team leader in reviewing the documents, collecting information, finalizing the methodology, setting up the interviews and drafting the selected chapters of the evaluation report as assigned by the Team Leader. He

should assist the Team Leader to ensure the overall quality and timely submission of the final evaluation report to UNDP.

*Table 6 - National consultant-team member and required competencies*

Title	National Consultant-Team member
Duration	20 working days
Qualifications	At least Master's degree in Sociology, International Development, Development Economics/Planning, Rural Development, Public Policy, Public Administration, and any other related disciplines
Experiences	<ul style="list-style-type: none"> <li>• At least five years' experience in designing, implementing and/or monitoring development programmes (including but not limited to social mobilization, micro-enterprise development, employment development, micro-finance, and/or income generation activities).</li> <li>• Demonstrated proven experience of conducting similar kinds of evaluations of development projects in Nepal</li> </ul>
Skills and competencies	<ul style="list-style-type: none"> <li>• Excellent analytical and report writing skills.</li> <li>• Knowledge and experience of gender sensitive evaluations;</li> <li>• Excellent written and verbal communication skills in English and Nepali are required.</li> <li>• Knowledge and experience in the field of Entrepreneurship development, poverty alleviation, public policy related to entrepreneurship development related issues;</li> </ul>
Major Roles and Responsibilities	<ul style="list-style-type: none"> <li>• Collect and review the relevant documents</li> <li>• Support to the team leader in finalizing the evaluation methods, scope and data collection and analysis instruments</li> <li>• Arrange and conduct interview with the selected target group, partners and stakeholders independently.</li> <li>• Facilitate stakeholders' consultation and focus groups discussion to collect, collate and synthesize information (both in Kathmandu and provinces)</li> <li>• Analyse the data and support the team leader in drafting, edition, correcting and/or revising selected chapters of the evaluation reports particularly livelihood components</li> <li>• Follow the ethical consideration.</li> <li>• Assist the team leader in finalizing the report and sharing it with stakeholders</li> <li>• Incorporate the comments and feedback of the stakeholders in the draft report to finalize it</li> </ul>

## 7. Ethical Consideration

“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 contractor 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.”

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

### 8. Implementation Arrangements:

The principal responsibility for managing this evaluation resides with the UNDP CO in Nepal. The UNDP CO will contract the consultants and ensure the timely and quality management of the evaluation. The details of the implementation arrangement are described in Table 7.

Table 7 - Implementation Arrangements

Who (Responsible)	What (Responsibilities)
Evaluation Manager/RBM Analyst	<ul style="list-style-type: none"> <li>Assure smooth, quality and independent implementation of the evaluation with needful guidance from UNDP's Senior Management.</li> <li>Prepare and approve ToR and selection criteria.</li> <li>Hire the national consultant by reviewing proposals and complete the recruitment process.</li> <li>Ensure the independent implementation of the evaluation process.</li> <li>Approve each steps of the evaluation</li> <li>Supervise, guide and provide feedback and comments to the evaluation consultants.</li> <li>Ensure quality of the evaluation.</li> <li>Ensure the Management Response and action plans are fully implemented</li> </ul>
Portfolio Manager- Inclusive Economic Growth	<ul style="list-style-type: none"> <li>Draft ToR to be reviewed and finalized by the evaluation manager</li> <li>Support in hiring the consultant</li> <li>Provide necessary information and coordination with different stakeholders including donor communities</li> <li>Provide feedback and comments on draft report</li> <li>Prepare management response and action plan and follow up the implementation</li> </ul>
Project Team (MEDPA-TA)	<ul style="list-style-type: none"> <li>Provide required information, furnishing documents for review to the consultant team.</li> <li>Logistic arrangement, such as for support in setting up stakeholder meetings, arranging field visits and coordinating with the Government.</li> </ul>
Evaluation team	<ul style="list-style-type: none"> <li>Review the relevant documents.</li> <li>Develop and submit a draft and final inception report</li> <li>Conduct evaluation.</li> <li>Maintain ethical considerations.</li> <li>Develop and submit a draft evaluation report</li> </ul>

	<ul style="list-style-type: none"> <li>• Organise meeting/consultation to discuss the draft report</li> <li>• Incorporate inputs and feedback in draft report</li> <li>• Submit final report with due consideration of quality and effectiveness</li> <li>• Organise sharing of final evaluation report</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>• Review draft report and provide feedback</li> <li>• Participate in debriefing session and provide suggestions</li> </ul>

The evaluator will be briefed by UNDP upon arrival on the objectives, purpose and output of the evaluation. An oral debriefing by the evaluator on the proposed work plan and methodology will be done and approved prior to the commencement of the process.

The evaluation of MEDPA-TA will remain fully independent. The evaluators maintained all the communication through the Evaluation Manager during the implementation of the evaluation. The Evaluation Manager should clear each step of the evaluation. Evaluation report must meet the requirements from the Independent Evaluation Office's guidelines which will be provided as part of the inception meeting.

Contractors will arrange mission wrap-up meeting with the stakeholders and noted comments from participants which will be incorporated in the final report.

The final report will be signed off by Deputy Resident Representative of UNDP Nepal.

## 9. Activities and Timeframe

The evaluation is expected to start in October 2020 for an estimated duration of 25 working days. This will include desk reviews, field work - interviews, and report writing. The tentative schedule will be the following:

*Table 8 - Timeframe and Tentative Schedule*

Planned Activities	Tentative work Days (15 <sup>th</sup> Oct- 30 <sup>th</sup> Nov'20)	Remarks
Desk review of relevant documents and designing the evaluation (home based)	2 day	
Briefing by UNDP on corporate requirements	1 day	
Finalizing design, methods & inception report and sharing with reference group for feedback	3 days	
Stakeholders meetings and interviews in Kathmandu and Field (Virtual and/or field visits)	10 days	

Analysis, preparation of draft report and share for review	5 days	
Stakeholder meeting to present draft findings	1 day	
Incorporate suggestions and comments to finalize and submit final report to UNDP	3 days	
<b>Total</b>	<b>25 days</b>	

## 10. Use of Evaluation Findings

The evaluation findings and recommendations of the evaluation will be used by the MoICS and UNDP to learn lessons for future improvements, or to replicate good practices in future programmes/projects of similar types or for extension of the existing programme as per the need. Therefore, the evaluation report should provide critical findings and specific recommendations for future interventions.

## 11. Application Process and Selection Criteria

The application submission procedure and its selection criteria will be reflected in procurement notice.

## 12. Annexes<sup>2</sup>

- (i) Relevant Documents: Project Document, Multi-year work plan, Annual Work Plan 2018 and 2019, Project Progress Reports of 2018 and 2019, Financial Reports, Technical Needs Assessment Report, Project Management Structure, Knowledge products etc.
- (ii) IEO's guidance on Structure and content of report,
- (iii) List of key agencies, stakeholders and partners for evaluation

### UNDP

- UNDP Senior Management (DRR), Policy Advisors, Portfolio Managers
- MEDPA-TA National Project Manager and other Project Managers as needed

### Stakeholders:

- International development partners
- Project donor and other donors
- National Project Director
- National Project Managers of other projects

### Implementing Partners

- Ministry of Industry, Commerce and Supplies
- Civil society organizations and media

- (iv) Inception Report Contents Outline

<sup>2</sup> Relevant documents will be provided after signing the contract.



- (v) Review matrix
- (vi) Format of the review report
- (vii) Evaluation Audit Trial Form
- (viii) Code of Conduct