



UNDP UXO Programme  
Final Evaluation  
Terms of Reference

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PROJECT INFORMATION		
<b>Project title</b>	Moving towards achieving SDG18 – Removing the UXO obstacle to Development in Lao PDR	
<b>Atlas ID</b>	Project ID 00104101- NRA Project ID 00098202- UXO Lao	
<b>Corporate outcome and output</b>	UNDP CPD and UNPF Outcome 1: All women and men have increased opportunities for decent livelihoods and jobs. Outcome 7: Institutions and policies at national and local level, support the delivery of quality services that better respond to people’s needs. UNDP Strategic Plan (2014-2017) Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (primary).	
<b>Country</b>	Lao People’s Democratic Republic <i>(Given the ongoing COVID 19 pandemic and travel restrictions that are in place, the consultant may be required to conduct many of the in-person missions/activities remotely using electronic conferencing means. However, required travel costs could be included into the financial proposal so that travel to Vientiane capital can be done if/when restrictions are lifted)</i>	
<b>Region</b>	Asia and Pacific	
<b>Date project document signed</b>	7 July 2017	
<b>Project dates</b>	<b>Start</b>	<b>Planned end</b>
	7 July 2017	31 December 2021
<b>Project budget</b>	USD\$84,404,245 (bilateral and UNDP funds)	
<b>Project expenditure at the time of evaluation</b>	Total USD 14.9 million as of 22 February 2021 (USD 5.3 million for NRA and USD 9.6 million for UXO Lao) <a href="https://intranet.undp.org/sites/LAO/project">https://intranet.undp.org/sites/LAO/project</a>	
<b>Funding source</b>	New Zealand, EU, Korea International Cooperation Agency (KOICA), Australia, Republic of Korea, Ireland, Luxembourg, Canada, UNDP, Government of Lao PDR, and Turkey	
<b>Implementing party</b>	Ministry of Labour and Social Welfare with National Regulatory Authority for UXO/Mine Action Sector in Lao PDR (NRA) and Lao National Unexploded Ordnance Programme (UXO Lao)	

## Background and context

Lao People’s Democratic Republic (Lao PDR) is, per capita, the most heavily bombed country in the world. More than forty years after the end of the 1964-1973 Indochina Conflict, Unexploded Ordnance (UXO) remains a major humanitarian and socioeconomic challenge to the country, causing deaths and injuries, limiting access to potentially productive land, and adding substantial costs to processes of development. The Government of Lao PDR has been active in the process of clearance since shortly after the conflict. Lao PDR has advocated for the Convention on Cluster Munitions (CCM) and hosted the first Meeting of States Parties in 2010. It also embraced the UXO issue as a key development matter by locally establishing the Sustainable Development Goal 18 (SDG18), “Lives Safe from UXO”.

The current National Strategic Plan for the UXO Sector in the Lao PDR 2011–2020, “The Safe Path Forward II” (SPFII) details the goal of the Government and its development partners over the 2011 - 2020 period is to reduce the humanitarian and socio-economic threats posed by UXO to the point where the residual contamination and challenges can be adequately addressed by a sustainable national capacity fully integrated into the regular institutional set-up of the Government.

The UNDP and Government of Lao PDR (GoL) has implemented “Moving towards achieving SDG 18 - Removing the UXO obstacle to Development in Lao PDR” project since 2017. The project has been designed based on the recommendations of the 2015 evaluation of UNDP’s ongoing support to the UXO sector, as well as the decision by the Government of Lao and UNDP to utilise a project modality in lieu of the Trust Fund, and is aligned with the Government of Lao’s 8th National Socio-Economic Development Plan (8<sup>th</sup> NSEDP), UXO Sector SPF II 2011-2020, UXO Sector 5-year plan 2016-2020 as well as national gender equality strategies and relevant international conventions, and norms. It will contribute to progress towards achieving the national SDG18.

Capacity development is the key expected result of this project for both Implementing Partners, the NRA and UXO Lao. This project provides the programmatic and technical support necessary for the national institutions within the UXO sector (NRA and UXO Lao) to pursue the targets set out in the UXO Sector Five Year Work Plan 2016-2020, as well as the NRA’s strategy for accelerated survey and clearance, MRE and VA activities. Hence, it provides a sector overview of what is required to support the NRA and UXO Lao for a five-year period, irrespective of whether the support will be provided via UNDP or directly to these two institutions. This project builds national capacity to oversee and steer the sector and strengthen the integration of gender-sensitive approaches. This includes enhancing the Government’s ability to formulate and implement plans, strategies and policies, including the adoption of results-based management.

As requested, UNDP is committed to provide sector-level technical support and leadership focusing on UXO clearance prioritisation, coordination, information management, quality management, programme management, work planning, and financial management as well as programmatic oversight and management. UNDP is committed to providing technical and resource mobilisation support as requested from the GoL.

The key results expected from this project include support to the achievement of the Sustainable Development Goals (including SDG18), which advocates for policy coherence across sectors and across policy domains to ensure that sustainable development is advanced in an integrated manner its social, economic and environmental dimensions. The project thus contributes to improving the coordination between different national institutions involved in the implementation of the SDGs. This is achieved through enhanced support to livelihoods activities for affected populations, improved efficiency of clearance operations; significant progress in the effort to establish a national baseline of UXO contamination; improved transparency in results reporting, improved transparency in financial reporting; improved coordination of sector activities through enhanced management of information; updated National Standards and appropriate policy frameworks; progress against the obligations of the Convention on Cluster Munitions, the articulation of a sustainability strategy for the sector; capacity in Mine Risk Education, improved capacity for monitoring and evaluating the sector’s development outcomes; and improved policy for support to UXO survivors.

**Cross-cutting theme:** Gender mainstreaming contributing towards gender equality.



## Evaluation purpose, scope and objectives

### **Evaluation Purpose**

The main purpose of this evaluation is to guide UNDP and government partners in the development of its next UXO project. This new project aims to build on the existing project structure and implementation methods. It is, therefore, critical for the UNDP team to understand the main strengths and weaknesses of the current project to use as a guide for the development of the new UNDP UXO project. This includes evaluating the areas in which UNDP can become more relevant and effective within the UXO sector, as well as the areas in which UNDP support can be expanded to better strengthen the existing national institutions and capacities. As such, the aim is not to only evaluating current progress on the UNDP Project but informing the direction and design of next UNDP UXO project and UNDP's continued involvement in the UXO sector in Lao PDR.

With the next National Strategic Plan for the UXO sector in Lao PDR (2021-2030) currently being finalised by the GoL, the 9<sup>th</sup> National Socio-Economic Development Plan (2021-2025), this evaluation should identify ways for the next UNDP UXO project to more closely align with both long-term strategies and plans and better integrate the UXO issue into other relevant sectors.

### **Evaluation Scope and Objectives**

The independent evaluation will be forward-looking and explore opportunities for UNDP to position itself in the changing environment of the UXO sector in Laos. This will involve taking stock of all recommendations from previous evaluations over the last 10 years and the UXO project's Mid-Term Evaluation and on the implementation of the recommendations. Analysis of the UXO sector in Laos detailing government policy and priorities, all stakeholders in the sector (including UNDP, donors (via UNDP and bilateral donor's director to UXO related agencies) and other implementing agencies (INGOs, Private Sector, and Lao Humanitarian People's Army). Review of current funding mechanisms (efficiency of the current funding mechanism; the use of cost-sharing agreements vs other modalities) to the sector (from UNDP and others) and the efficiency and effectiveness on how funding is being provided to the sector (inclusive of UXO/Mine Risk Education, Survey and clearance as well procurement for operators) and integration into next 9th NSEDP and the next UXO long-term National Strategic Plan (2021-2030).

## Evaluation criteria and key guiding questions

1. The evaluation will address 3 fundamental questions: What did the project intend to achieve during the period under review?
2. To what extent has the project achieved its intended objectives?
3. What factors have contributed to or hindered the project's performance and eventually the sustainability of the results?

### **Relevance**

- To what extent is the support to the UXO sector by the UNDP based on clearly identifiable development needs as outlined in the government's strategies, international obligations and others?
- To what extent is the project aligned with the national development needs and priorities and should adjustment in project implementation be considered to better align with the SDGs, including SDG18?
- How well does the design of the project address the needs of the most vulnerable groups including women in the country?

- During the evaluation period, what economic, social or political changes have taken place that affected UNDP-supported UXO initiatives? How do these relate to the relevance of the UXO sector to poverty eradication and economic development in Lao PDR?
- What opportunities are there to better align the support to the changed context and the needs of the beneficiaries?

### Effectiveness

- To what extent are the Outputs and Outcomes of the UXO sector, and the indicators used, successful in guiding the support to have maximum positive impact in human development terms? How might this be improved in future?
- What factors are contributing to achieving or not achieving intended outcomes? To what extent are UNDP outputs and assistance contributing to outcomes?
- To what extent has UNDP's UXO work been able to form and maintain partnerships with other development actors, including other UN agencies, Development Partners, Civil Society Organisations, or government agencies?
- How is the current UNDP funding mechanism, its objective, set-up and rules and procedures, effective in fulfilling the intended objectives and needs of the users? How is its effectiveness compared with that of other funding modalities? Including the use of a Trust Fund.
- In which areas did the project have the least number of achievements? What have been constraining factors and why? How can they or could they be overcome?
- In which areas did the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- To what extent is the planning undertaken for support to the sector adequate to sustain and improve operations?
- To what extent are the intended beneficiaries satisfied with the results? How well are gender considerations been taken into account?

### Efficiency

- How cost-effective and time-efficient is the implementation by UNDP of their UXO sector activities and outputs in the evaluation period? What measures are being taken to ensure competitiveness?
- How efficient have the various modalities of UNDP support proved to be in the period?
- To what extent are the planned funding and timeframe enough to achieve the intended outcomes?
- What is the cost efficiency of UXO Lao and the Lao humanitarian army clearance operations versus that of INGOs based on the cost of clearance per hectare?
- How well did the project mobilise resources to fill the funding gaps? What lessons can be learned from this element? And how can the project do better?

### Sustainability

- How does the current support (UNDP and outside of UNDP) to the UXO sector reflect and balance national institutional capacity development and sustainability on national systems and structures?
- To what extent has the project passed over the knowledge and expertise to individual and government institutions? What lessons can be learned from this element and in what ways can the project do better?
- To what extent is the Government of Lao PDR increasing its capacity and ownership of the UXO issue during the period in question? What impact has this had on external support?
- What is the transition plan for the Lao Government to take over the sector? (is there a plan?)

## Human Rights

- To what extent does the support to the UXO sector by the UNDP contribute to the marginalised people's basic needs?
- How well does the design of the project address the needs of the most vulnerable groups including women, people with disability and ethnic minorities in the country?
- To what extent does the support to the UXO sector by the UNDP engage in advocacy to raise awareness of the rights of peoples with disabilities?

## Gender Equality

- To what extent does the support to the UXO sector by the UNDP contribute to gender equality?
- How well did the project ensure that women, girls, boys and men have equal access to UXO/Mine Risk Education and gender-sensitive emergency and continuing medical care? What lessons can be learned from this element? And how can the project do better?
- How well did the project ensure that women's meaningful participation in the decision-making process? What is the percentage of senior management positions in the NRA and UXO Lao held by women?

## Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) [Norms & Standards](#). The evaluation will be carried out by an independent evaluation team. The evaluation team should adopt an integrated approach involving a combination of data collection and analysis tools to generate concrete evidence to substantiate all findings. 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, focus groups, surveys and site visits where/when possible. Methodological approaches may include some or all of the following:

- **Document review of all relevant documentation.** This would include a review of inter alia
  - Project document (contribution agreement).
  - Theory of change and results framework.
  - Programme and project quality assurance reports.
  - Annual workplans.
  - Activity designs.
  - Consolidated quarterly and annual reports.
  - Results-oriented monitoring report.
  - Highlights of project board meetings.
  - Technical/financial monitoring reports.
  - Mid-term project evaluation and UNDP CPD evaluation
- **Semi-structured interviews** with key stakeholders including key government counterparts, donor community members, representatives of key civil society organisations, UNCT members and implementing partners:
  - **Development of evaluation questions** around relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed.
  - Key informant and focus group discussions with men and women, beneficiaries and stakeholders.
  - All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.

- **Surveys and questionnaires** including participants in development programmes, UNCT members and/or surveys and questionnaires involving other stakeholders at strategic and programmatic levels.
- **Field visits** and on-site validation of key tangible outputs and interventions.
- The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries.
- **Other methods** such as outcome mapping, observational visits, group discussions, etc.
- **Data review and analysis** of monitoring and other data sources and methods.
  - Ensure maximum validity, reliability of data (quality) and promote use; the evaluation team will ensure triangulation of the various data sources.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the evaluators. In line with the UNDP's gender mainstreaming strategy, gender disaggregation of data is a key element of all UNDP's interventions and data collected for the evaluation will be disaggregated by gender, to the extent possible, and assessed against the programme outputs/outcomes.

## Evaluation products (deliverables)

These products could include:

- **Evaluation inception report (10-15 pages).** The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced and endorsed by UNDP before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators (see template in the annex).
- **Kick-off meeting.** Evaluators can seek further clarification and exception of UNDP and Government partners in the kick-off meeting
- **Evaluation debriefings.** Immediately following an evaluation, UNDP may ask for a preliminary debriefing and findings.
- **Draft evaluation report (60 pages max including executive summary and lessons learned).**<sup>1</sup> The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.
- **Evaluation report audit trail.** Comments and changes by the evaluators in response to the draft report should be retained by the evaluators to show how they have addressed comments.
- **Final evaluation report (see template in the annex).**
- **Presentations to stakeholders**
- **Evaluation brief and other knowledge products** or participation in knowledge-sharing events, if relevant.

## Evaluation team composition and required competencies

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<sup>1</sup> A length of 40 to 60 pages including executive summary is suggested.



(a) Evaluation Team Leader (30 working days)

S/he has overall responsibility for providing guidance and leadership on conducting the evaluation and preparing and revising the draft and final reports. The Evaluation Team Leader should have experience in evaluation of UXO/Mine Action activities, leading the evaluation on that specific area, with responsibility for drafting and finalising reports. Specific responsibilities include the following:

- Leading the documentation review and framing of evaluation questions.
- Leading the evaluation team in planning, execution and reporting.
- Incorporating the use of best practice with respect to evaluation methodologies.
- Conducting the debriefing to the stakeholders (Government of Lao PDR, UXO Lao, NRA, UNDP, key selected development partners).
- Leading the drafting and finalisation/quality control of the evaluation report.
- Building capacity of the national evaluation consultant.

Required Qualifications

- Master's degree or equivalent in economics, international relations, political science, development, governance and public policy, social sciences, or a related subject.
- Proven record of leading complex programmatic evaluations for at least ten years, including Mine Action programmes.
- Demonstrable in-depth understanding of Results-Based Management and strategic planning.
- Fluency in English both in speaking and writing; knowledge of Lao is an asset.
- Strong drafting and analytical skills.
- Experience in evaluating a financing mechanism is an asset.
- Knowledge of the context of Lao PDR is an asset.

(b) National Evaluation Consultant (20 working days) (Advertised and Recruited Separately)

S/he will support the Team Leader and provide knowledge of the UXO sector as well as Lao cultural and development context; and when needed support as an interpreter between English and Lao. The consultant will advise the Team Leader on relevant aspects of the local context. The national consultant will also be responsible for the translation of the executive summary into Lao language.

Required Qualifications:

- Master's degree or equivalent in economics, international relations, political science, development, governance and public policy, social sciences, or a related subject.
- Experience in undertaking an evaluation.
- Strong working knowledge of Lao PDR (in particular the social, economic and development context).
- Thorough understanding of the development issues and challenges in the Lao PDR.
- Familiarity with the Lao Government's poverty reduction and development policies (including the NSEDP and UXO sector strategies).
- Knowledge of UXO/Mine Action issues in the Lao PDR.
- Experience with assessment methodologies; programme development and project implementation
- Experience with social science research.
- Fluent Lao and English.

## Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' which are available here: <http://www.unevaluation.org/document/detail/102> . The consultants must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure

compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorisation of UNDP and partners.

## Implementation arrangements

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

Role	Responsibilities
Commissioner of the Evaluation: UNDP	<ul style="list-style-type: none"> <li>▪ Lead and ensure the development of comprehensive, representative, strategic and costed evaluation.</li> <li>▪ Determine scope of evaluation in consultation with key partners.</li> <li>▪ Provide clear advice to the Evaluation Manager on how the findings will be used.</li> <li>▪ Respond to the evaluation by preparing a management response and use the findings as appropriate.</li> <li>▪ Safeguard the independence of the exercise.</li> <li>▪ Approval of TOR, inception report and final report.</li> <li>▪ Allocate adequate funding and human resources.</li> </ul>
Evaluation Manager: M&E Focal Point/PSU	<ul style="list-style-type: none"> <li>▪ Lead the development of the evaluation TOR in consultation with stakeholders.</li> <li>▪ Manage the selection and recruitment of the Evaluation Team.</li> <li>▪ Manage the contractual arrangements, the budget and the personnel involved in the evaluation.</li> <li>▪ Provide executive and coordination support.</li> <li>▪ Provide the Evaluation Team with administrative support and required data.</li> <li>▪ Liaise with and respond to the commissioners.</li> <li>▪ Connect the Evaluation Team with the wider programme unit, senior management and key evaluation stakeholders and ensure a fully inclusive and transparent approach to the evaluation</li> <li>▪ Review the inception report and final report.</li> </ul>
PROGRAMME/ PROJECT MANAGER	<ul style="list-style-type: none"> <li>▪ Provide inputs/advice to the evaluation on the detail and scope of the terms of reference for the evaluation and how the findings will be used.</li> <li>▪ Ensure and safeguard the independence of evaluations.</li> <li>▪ Provide the evaluation manager with all required data and documentation and contacts/stakeholders list, etc.</li> <li>▪ Support the arrangement of interview, meetings and field missions.</li> <li>▪ Provide comments and clarification on the terms of reference, inception report and draft evaluation reports.</li> <li>▪ In consultation with Government, respond to evaluation recommendations by providing management responses and key actions to all recommendations addressed to UNDP</li> <li>▪ Ensure dissemination of the evaluation report to all the stakeholders including the project board.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Responsible for the implementation of key actions on evaluation recommendations in partnership with Implementing partners.</li> </ul>
Regional Evaluation Focal Points	<ul style="list-style-type: none"> <li>▪ Support the evaluation process and ensure compliance with corporate standards.</li> <li>▪ Provide technical support to country offices including advice on the development of terms of reference; recruitment of evaluators and maintaining evaluator rosters; implementation of evaluations; and finalisation of evaluations, management responses and key actions</li> <li>▪ Ensure management response tracking and support M&amp;E capacity development and knowledge-sharing.</li> <li>▪ Dispute resolution when issues arise in implementation of evaluations.</li> </ul>
Evaluation Partner- NRA, UXO Lao & humanitarian army teams	<ul style="list-style-type: none"> <li>▪ Involved in the review of key evaluation deliverables, including terms of reference, the inception report and successive versions of the draft evaluation report</li> <li>▪ Provide inputs/advice how the findings will be used.</li> <li>▪ Assist in collecting required data including field visits.</li> <li>▪ Review draft evaluation report for accuracy and factual errors (if any).</li> <li>▪ Responsible for the implementation of key actions on evaluation recommendations and integrate the evaluation lessons learned in the project.</li> </ul>
Evaluation team (lead by Team leader)	<ul style="list-style-type: none"> <li>▪ Fulfil the contractual arrangements under the terms of reference as appropriate.</li> <li>▪ Develop the evaluation inception report, including an evaluation matrix, in line with the terms of reference, UNEG norms and standards and ethical guidelines.</li> <li>▪ Draft reports and brief the evaluation manager, programme/project managers and stakeholders on the progress and key findings and recommendations.</li> <li>▪ Finalise the evaluation, taking into consideration comments and questions on the evaluation report. Evaluators' feedback should be recorded in the audit trail.</li> <li>▪ Support UNDP efforts in knowledge-sharing and dissemination if required</li> </ul>

## Time frame for the evaluation process

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

**Example of working day allocation and schedule for an evaluation**

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
<b>Phase One: Desk review and inception report</b>				
Meeting briefing with UNDP (programme managers and project staff as needed)	-	At the time of contract signing	UNDP or remote	Evaluation manager and commissioner
Sharing of the relevant documentation with the evaluation team	-	At the time of contract signing	Via email	Evaluation manager and commissioner
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	5 days	Within two weeks of contract signing	Home- based	Evaluation Team
Submission of the inception report (15 pages maximum)	-	Within two weeks of contract signing		Evaluation team
Comments and approval of inception report	-	Within one week of submission of the inception report	UNDP	Evaluation manager
<b>Phase Two: Data-collection mission</b>				
Consultations and field visits, in-depth interviews and focus groups and other methods	14 days	Within four weeks of contract signing	In country  With field visits	UNDP to organise with local project partners, project staff, local authorities, NGOs, etc.
Debriefing to UNDP and key stakeholders	1 day		In country	Evaluation team
<b>Phase Three: Evaluation report writing</b>				
Preparation of draft evaluation report (60 pages maximum including executive summary)	7 days	Within three weeks of the completion of the field mission	Home- based	Evaluation team
Draft report submission	-			Evaluation team
Consolidated UNDP and stakeholder comments to the draft report	-	Within one week of submission of the draft evaluation report	UNDP	Evaluation manager and evaluation reference group
Debriefing with UNDP	1 day	Within one week of receipt of comments	Remotely UNDP	UNDP, evaluation reference group, stakeholder and evaluation team
Finalisation of the evaluation report incorporating additions and comments provided by project staff and UNDP country office	2 days	Within one week of final debriefing	Home- based	Evaluation team
Submission of the final evaluation report to UNDP country office (60 pages maximum excluding executive summary and annexes)	-	Within one week of final debriefing	Home- based	Evaluation team
<b>Estimated total days for the evaluation</b>	<b>30</b>			

## Application submission process and criteria for selection

Criteria	weigh	Max.Points
Technical Criteria	0.70	70
<b>a. Education / background</b>	<b>0.10</b>	<b>10</b>
<ul style="list-style-type: none"> <li>Individual team member meets educational requirements, with experience in relevant evaluations.</li> </ul>	0.10	10
<b>b. Experience and competencies of consultant</b>	<b>0.45</b>	<b>45</b>
<ul style="list-style-type: none"> <li>Proven record – over 10 years – of leading complex programmatic evaluations, including experience of the results-based management framework and/or UNDP Monitoring and Evaluation Policy.</li> </ul>	0.11	11
<ul style="list-style-type: none"> <li>Substantive knowledge of development issues – especially related to Effective Development Cooperation, UXO and mine action and Equitable Growth/poverty reduction an understanding of the current development challenges.</li> </ul>	0.10	10
<ul style="list-style-type: none"> <li>Sound teamwork skills, analytical and organisational skills.</li> </ul>	0.10	10
<ul style="list-style-type: none"> <li>Excellent presentation and drafting skills, and familiarity with information technology, including proficiency in word processing, spreadsheets, and presentation software.</li> </ul>	0.10	10
<ul style="list-style-type: none"> <li>Previous experience working in Lao PDR or similar settings in the region is an advantage.</li> </ul>	0.02	2
<ul style="list-style-type: none"> <li>Knowledge of the context of Lao PDR is an asset.</li> </ul>	0.02	2
<b>c. Proposed work plan and approach to carry out the assignment</b>	<b>0.15</b>	<b>15</b>
<ul style="list-style-type: none"> <li>All aspects of the TOR have been addressed in sufficient detail.</li> </ul>	0.06	6
<ul style="list-style-type: none"> <li>Implementation schedule (and timing).</li> </ul>	0.06	6
<ul style="list-style-type: none"> <li>Quality assurance measures</li> </ul>	0.03	3
<b>Financial Criteria</b>	<b>0.30</b>	<b>30</b>
<ul style="list-style-type: none"> <li>Transportation and DSA costs should be factored into the financial proposal</li> </ul>		
<b>Total points obtainable</b>	<b>1.0</b>	<b>100</b>



## TOR annexes

### Annex A: Project Results Resource Framework

<p><b>Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:</b></p> <p><i>Outcome 1: All women and men have increased opportunities for decent livelihoods and jobs</i></p> <p><i>Outcome 7: Institutions and policies at national and local level, support the delivery of quality services that better respond to people’s needs.</i></p>
<p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b></p> <p>1.1. <i>Percentage of total population living below the national poverty line - Baseline: 23.2% (2012-13) - Target: 16.2% (2020)</i></p> <p>1.2. <i>Gini Coefficient - Baseline: 36.2 (2012/13) - Target: TBD (2021)</i></p> <p>1.3. <i>Percentage of Labour Force in formal sector as a share of total employment rate - Baseline: 15.6% (female: 15%, male: 75%) (2010) - Target: 30% (female: 30%, male: 70%) (2021) (Disaggregated by Gender)</i></p> <p>7.1. <i>Number of new households receiving 2 or more basic services from their districts – Baseline: 373,948 households (2015) – Target: 600,000 households (2021)</i></p> <p>7.2. <i>Percentile rank on the aggregate Government Effectiveness Indicator – Baseline: 39.4 (2014) – Target: 45 (2021)</i></p> <p>7.3. <i>Extent to which National Socio-Economic Development Plan monitoring informs evidence-based policy making – Baseline: Limited extent (2015) – Target: Large extent (2021)</i></p>
<p><b>Applicable Output(s) from the UNDP Strategic Plan:</b></p> <p>STRATEGIC PLAN OUTCOME #1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (primary).</p>
<p><b>Project Title and Atlas Project Number:</b> <i>Moving towards achieving SDG 18 - Removing the UXO obstacle to Development in Lao PDR</i></p>

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS						DATA COLLECTION METHODS & RISKS
			Value	Year	2017	2018	2019	2020	2021	FINAL	
<b>Output 1</b> <i>Institutional capacities are strengthened to further improve the contribution of the UXO sector to the human development in contaminated areas (CPD Output 1.3)</i>	<b>1.1</b> Percentage of population in UXO-contaminated communities who perceive that UXO interventions have supported improvements in safety and better lives. (CPD Indicator 1.3.1)	NRA	TBD	2015	-	-	-	-	TBD	TBD	Annual collection; relies on provision of qualitative response from NRA.
	<b>1.2</b> Timely annual submission of Article 7 Report under CCM.	CCM Website	Yes	2015	Yes	Yes	Yes	Yes	Yes	Yes	Annual collection; relies on timely upload.
	<b>1.3</b> Legislation drafted in line with Article 9 of the CCM and presented to NRA Board.	Meeting Minutes	No	2015	No	Yes	-	-	-	Yes	One-off; relies on approval of minutes.
	<b>1.4</b> Task prioritisation criteria approved by NRA Board.	NRA Website	No	2015	No	Yes	-	-	-	Yes	One-off; relies on timely upload by NRA.
	<b>1.5</b> Annual Sector Reports produced with IMSMA used as sole source of quantitative data for clearance and survey progress by NRA, and including gender- and age-disaggregated data on victim assistance and mine risk education beneficiaries.	NRA Website	No	2015	Yes	Yes	Yes	Yes	Yes	Yes	Annual; relies on timely upload by NRA.
	<b>1.6</b> Quarterly sector-level progress data made available in open format <sup>2</sup> by NRA.	NRA webpage	No	2015	No	Yes	Yes	Yes	Yes	Yes	Annual; relies on timely upload by NRA.
	<b>1.7</b> Sector M&E Plan adopted by NRA including monitoring of community participation, evaluation of survey effectiveness, gender indicators and pro-poor prioritisation.	Annual Sector Report	No	2015	No	Yes	-	-	-	Yes	One-off.
	<b>1.8</b> Disability policy discussed at UXO Sector Working Group.	Meeting Minutes	No	2015	Yes	Yes	Yes	Yes	Yes	-	Annual, relies on approval of minutes.

<sup>2</sup> See the Open Data Handbook for definition.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS						DATA COLLECTION METHODS & RISKS
			Value	Year	2017	2018	2019	2020	2021	FINAL	
	<i>1.9 Victim Assistance Action Plan developed by NRA in line with UNMAS Gender Guidelines.</i>	NRA Website	No	2015	No	Yes	-	-	-	Yes	<i>One-off; relies on timely upload by NRA.</i>
	<i>1.10 Sustainability Strategy for UXO Sector drafted and raised at UXO Sector Working Group.</i>	Meeting Minutes	No	2015	No	No	Yes	Yes	Yes	-	<i>Annual, relies on approval of minutes.</i>
	<i>1.11 Cash contribution to UXO sector by Government of Lao PDR reported annually by NRA in Sector Report.</i>	Annual Sector Report	No	2014	No	Yes	Yes	Yes	Yes	-	<i>Annual; relies on production of report.</i>
	<i>1.12 Availability of monthly Financial Management Reports by both NRA and UXO Lao.</i>	UXO Portfolio Manager	No	2015	No	Partial	Yes	Yes	Yes	-	<i>Monthly; relies on availability to UXO Portfolio Manager.</i>
	<i>1.13 Number of reported UXO casualties per year.</i>	IMSMA	42	2015	-	-	40	40	40	-	<i>Annual; relies on data management by NRA.</i>
	<i>1.14 Number of Humanitarian Clearance Teams of the Lao People's Army trained and equipped by UNDP.</i>	NRA Annual Report	2	2016	-	-	-	-	-	-	<i>Annual; no target set.</i>
	<i>1.15 Number of annual QM assessments of nationally-owned training facilities.</i>	NRA Annual Report	NA	2016	-	1	1	1	1	-	<i>Annual; depends on production of NRA report.</i>
	<i>1.16 Progress towards SDG18 on UXO</i>	NRA Annual Report	NA	2016	-	-	-	-	-	-	<i>Annual; depends on data availability.</i>
<b>Output 2</b> <i>UXO interventions are delivered in contaminated communities in</i>	<i>2.1 % of UXO Lao clearance within "High Priority"<sup>3</sup> areas according to NRA Sector Work Plan.</i>	IMSMA	NA	2015	NA	90	90	90	90	-	<i>Annual; relies on access to coordinates for all tasks.</i>
	<i>2.2. Sector Annual Work Plan produced by NRA including prioritisation of all tasks.</i>	NRA Website	No	2015	Yes	Yes	Yes	Yes	Yes	-	<i>Annual; relies on timely upload.</i>

<sup>3</sup> The term "High Priority" is based on a guidance note for task prioritisation currently under discussion by the NRA

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS						DATA COLLECTION METHODS & RISKS
			Value	Year	2017	2018	2019	2020	2021	FINAL	
<i>support of human development, dignity and livelihoods.</i>	<b>2.3</b> % of UXO Lao clearance within CHAs.	<i>Reports</i>	38	2015	90	90	90	90	90	-	<i>Annual.</i>
	<b>2.4</b> % of survey and clearance tasks subject to NRA Quality Management.	<i>IMSMA</i>	0	2015	30	70	90	90	90	-	<i>Annual; relies on access to IMSMA data.</i>
	<b>2.5</b> % of Post Clearance Assessments (PCA) which indicate compliance with pre-clearance plans.	<i>IMSMA</i>	0	2015	60	70	80	90	90	-	<i>Annual; relies on access to IMSMA data.</i>
	<b>2.6</b> % of risk education activities in UXO Lao Annual Work Plans delivered.	<i>Annual Reports</i>	102	2015	90	90	90	90	90	-	<i>Annual; relies on Project Board agreeing targets.</i>
	<b>2.7</b> % of annual provisions of victim assistance verified by monitoring.	<i>Monitoring Report</i>	NA	2015	NA	30	30	30	30	-	<i>Annual; relies on production of report.</i>
<i>Gender Component</i>	<b>A.</b> Percentage of senior management positions in UXO Lao and NRA held by women;	<i>UN Women Report</i>	<b>A.</b> 0	2016	-	-	20	30	30	-	<i>A. Annual; reported by NRA and UXO Lao. B. Timelines for monitoring depend on training date.</i>
	<b>B.</b> Percentage of female victims who report increased income after receiving training;		<b>B.</b> N/A	2015	-	-	40	60	60		

## Annex B: Key stakeholders and partners

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

- Implementing Partner – Ministry of Labour and Social Welfare – Dept of International Cooperation
- Responsible Partners – NRA and UXO Lao.
- Project beneficiaries – UXO victims UXO contaminated communities, including government at national, and provincial (there may be a field mission at provincial level) officers, 7 UXO humanitarian army teams
- Sector Working Groups (approx. 1-3)
- Sub-Sector Working Groups
- Donors and non-donor partners (approx. 7-10)
- Civil Society Organization, NGOs, Academic Institutions and Private Sector (approx. 3-4)
- Chair of the National Project Board
- The National Project Director (NPD)
- Deputy National Project Directors (2)
- Project Manager (PM)
- Project Staff in Vientiane Capital and provinces (3)
- UNDP staff (3)
- UN agencies (approx. 3-4)
- Other relevant stakeholders

## Annex C: Documents to be reviewed

- UNDP Strategic Plan (2018-2021)  
<http://strategicplan.undp.org/>
- Lao PDR-United Nations Partnership Framework (UNPAF 2017-2021)  
<http://www.la.one.un.org/sdgs>
- UNDP Country Programme Document (2017-2021)  
<https://www.undp.org/content/dam/laopdr/docs/Reports%20and%20publications/2016/UNDP%20Laos%20CPD.pdf>
- Project Documents and Project Brief
- Project mid-term evaluation reports
- 8<sup>th</sup> National Social and Economic Plan (2016-2020)  
[www.la.one.un.org/images/publications/8th\\_NSEDP\\_2016-2020.pdf](http://www.la.one.un.org/images/publications/8th_NSEDP_2016-2020.pdf)
- Safe Path Forward II and other Government policies and strategies
- Lao People's Democratic Republic: Voluntary National Review on the Implementation of the 2030 Agenda for Sustainable Development  
<http://www.la.one.un.org/media-center/publications>
- UNDP Evaluation guidelines  
<http://web.undp.org/evaluation/guideline/index.shtml>
- UNEG norms and standard  
<http://www.unevaluation.org/document/detail/1914>
- Human Development Reports
- Other UNDP Evaluation Reports  
<http://web.undp.org/evaluation/guideline/index.shtml>
- Gender Inequality Index  
<http://hdr.undp.org/en/content/gender-inequality-index-gii>
- National Round Table Website  
<https://rtm.org.la/>



- Voluntary National Review of SDGs – 2018
- 8<sup>th</sup> NSEDP Annual Progress Reports
- Donor Agreements and reports
- Result Analysis Annual Reports
- Programme Monitoring Reports
- Project Board Meeting Minutes
- NRA & UXO Lao capacity assessment
- Technical Reports and
- Other relevant documents and resources.

#### [Annex D: Schedule of tasks, milestones and deliverables.](#)

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

#### [Annex E: Inception report template](#)

Follow the link: [Inception report content outline](#)

#### [Annex F: Required format for the evaluation report.](#)

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

#### [Annex G: Evaluation Recommendations.](#)

Follow the link: [Evaluation Management Response Template](#)

#### [Annex H: Evaluation Quality Assessment](#)

Evaluations commissioned by UNDP country offices are subject to a quality assessment, including this evaluation. Final evaluation reports will be uploaded to the Evaluation Resource Centre (ERC site) after the evaluations complete. IEO will later undertake the quality assessment and assign a rating. IEO will notify the assessment results to country offices and makes the results publicised in the ERC site. UNDP Lao PDR aims to ensure evaluation quality. To do so, the consultant should put in place the quality control of deliverables. Also, consultants should familiarise themselves with rating criteria and assessment questions outlined in the Section six of [UNDP Evaluation Guidelines](#)

#### [Annex I: Code of conduct.](#)

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

<http://www.unevaluation.org/document/detail/100>