

Thailand CPD Evaluation Terms of Reference

1. Background and context

In the past few years, Thailand has continued to develop into an innovation-driven, envisaged towards value-based economy by 2036, as is Thailand 4.0's ambition. Thailand's pursuit of the United Nations 2030 Sustainable Development Goals (SDGs) reflects the country's commitment to make the planned growth more inclusive and environmentally sustainable. To achieve more inclusive and sustainable development growth, the country needs to tackle a number of key challenges identified in the Twelfth National Economic and Social Development Plan (NESDP) 2017-2021. Key challenges for Thailand's sustainable development include inequality and regional poverty, vulnerability to climate and disaster risks, environmental degradation, lack of good governance and social exclusion, and innovation deficiency. Thailand is one of Southeast Asia's countries hardest hit by COVID-19 despite its marked success in controlling the outbreak. Given heavy reliance on exports and tourism, the Thai economy in 2020 is projected to contract by 7.1%. The new surge of COVID cases in early 2021 will further impact negatively on economy.

UNDP Thailand supports the Government and communities to meet the national development goals and SDGs. UNDP CPD 2017-2021 was formulated in consultation with the Government and other stakeholders to support the implementation of the Twelfth National Economic and Social Development Plan (NESDP) 2017-2021. It was designed to have a strong link and alignment with the Government's national development plans and the Thailand United Nations Partnership Agreement Framework (UNPAF) 2017-2021.

The CPD provides the necessary level of prioritization, coverage, impact and sustainability for achieving the expected outcomes of the Thailand UNPAF: "By 2021, systems and processes are more effective and equitable to progressively advance inclusive, sustainable and people-centred development for all people in Thailand." – it is in line with the UNPAF¹, the Twelfth National Economic and Social Development Plan (NESDP) 2017-2021 and the UNDP Strategic Plan 2014-2017.

The Thailand CPD 2017-2021 is expected to contribute to the vision of the 20-Years National Strategy 2018-2037 and the Twelfth NESDP, which aims to transform "Thailand as a developed country with security, prosperity, and sustainability in accordance with the principles of the Sufficiency Economy Philosophy". The total CPD resources marked-\$55,329,000 with contributions from bilateral donors and Government of Thailand.

With the current UNPAF coming to an end in 2021, under the leadership of the UN Resident Coordinator's Office (RCO), the UN system in Thailand is currently developing a Common Country Assessment (CCA) which will inform the development of the next UN Sustainable Development Cooperation Framework (UNSDCF) for Thailand for the period 2022-2026. In view of UNDP Thailand's current CPD also ending in 2021, a mid-term review (MTR) of the ongoing CPD was undertaken at the end of 2019 to review UNDP Thailand's ongoing work, assess changes in the programme and operational environment towards the achievement of the desired targets and outcomes, stock take the results achieved and lessons learnt from programme implementation, and, in view of new

¹ UN Partnership Framework

developments in Thailand, shape the strategic and programmatic focuses of the programme in view of better responding to the needs of Thailand in supporting its efforts in achieving the SDGs.

UNDP Thailand is now planning to undertake an evaluation of its current CPD for the period 2017-2021 in view of informing the development of its next CPD for the period 2022-2026. The evaluation aims to generate evidence and knowledge about the ongoing programme and help to guide UNDP's programming in the future. It will assist UNDP and national partners to learn from experience and better understand what types of development support works well, not well, and in what context. The results from the evaluation will be used to inform the decision-making, course correction and development of the new CPD.

In view of the above, UNDP is seeking for an evaluation team comprising of an international expert and a national consultant.

Basic Project information can also be included in table format as follows:

COUNTRY PROGRAMME INFORMATION	
Title	Country Programme Document (CPD) Evaluation for UNDP Thailand (2017-2021)
Atlas ID	Development Projects under Thailand from 2017-2020
Corporate outcome and output	<p>Outcome: By 2021, systems and processes are more effective and equitable to progressively advance inclusive, sustainable and people-centred development for all people in Thailand.</p> <p>Outputs:</p> <ul style="list-style-type: none"> ➤ Output 1: Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders ➤ Output 2: Civil society organizations and private sector have increased capacity to raise awareness on and monitor public accountability and business sector integrity ➤ Output 3: Key institutions and civil society networks can effectively work with vulnerable groups in the Southern Border Provinces to promote their meaningful engagement in development dialogues ➤ Output 4: The implementation of Thailand's Gender Equality Act is inclusive and taking into consideration the issue of sexual diversity ➤ Output 5: Targeted local governments and urban poor communities can effectively define localized multi-dimensional poverty indicators ➤ Output 6: Solutions developed at national and sub-national levels for sustainable management of natural resources ➤ Output 7: Key institutions and target populations are able to utilize climate/disaster risk information for development purposes

	<ul style="list-style-type: none"> ➤ Output 8: The National Statistical Office and relevant ministries and agencies have the capacity to collect, manage and use disaggregated data required for Sustainable Development Goal reporting ➤ Output 9: National South-South cooperation mechanism and capacity are strengthened for development solutions ➤ Output 10: Innovations enabled for development solutions, partnerships and other collaborative arrangements 	
Country	Kingdom of Thailand	
Region	Asia and Pacific	
Date Country Programme signed	Executive Board - Second Regular session 2016	
Country Programme dates	Start	Planned end
	2017	2021
Country Programme RMT	\$ 55,329,000	
Project expenditure at the time of evaluation	\$ 28 million	
Funding source	Development Funds	
Implementing party²	UNDP, National Implementing Partners and Responsible Parties	

2. Purpose, scope and objectives

The Evaluation will cover work undertaken in the current CPD cycle and focus on capturing the country office's contribution to UNPAF outcomes, and progress towards agreed outputs and output indicators in the country office's results framework. It will also assess the relevance of country programme design and make recommendations as to UNDP's strategic positioning. The CPD Evaluation will build on the Mid Term Review of the ongoing CPD as well as other evaluations undertaken in the current cycle. The main objective of the evaluation are the following:

- Evaluation of the CPD 2017-21 to capture the contributions to UNPAF outcome.
- Recommend the strategic direction for the next Country Programme Document (2022-26).
- Strengthen accountability of UNDP to national stakeholders and the Executive Board.
- Evaluate the relevance, efficiency, effectiveness or sustainability of the interventions under the CPD.
- Evaluate to what extent the intervention sought to strengthen the application of the rights-based approach, gender equality, and leave no one behind in development efforts.

3. Evaluation criteria and key guiding questions

The Evaluation will address the following questions:

- What progress has UNDP made towards planned country programme outputs, and how is this contributing to UNDP/UNPAF outcomes in the current programme period?
- How has UNDP performed in planning, implementation, reporting, and evaluation of development results?

² It is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

- How has the coronavirus pandemic affected the UNDP Thailand programme and how has the CO adapted to it in terms of programme implementation and support to the Government of Thailand?
- What has been UNDP's contribution toward cross-cutting issues, , e.g. human rights, gender, the leaving no one behind agenda, and capacity development?
- To what extent has UNDP strategically positioned itself, partnering, and leveraging the capacity from key actors' resources from the private and public sectors.

The Evaluation should be forward-looking by drawing lessons from the current CPD and MTR and propose recommendations for the new CPD.

In addition to the above questions, the evaluation is expected to produce answers surrounding the criteria of relevance, effectiveness, efficiency and sustainability. Below are some guiding questions.

CPDevaluation questions

Relevance

- To what extent has the current UNDP programme supported the government of Thailand in achieving the national development goals, responding to unexpected events, implementing the 2030 Agenda for sustainable development and delivering UNPAF intended results?
- To what extent has the UNDP programme responded to the priorities and the needs of target beneficiaries of all genders (including PWDs, LGBTI community and other vulnerable groups) as defined in the programme document?
- To what extent did UNDP adopt gender-sensitive and -responsive, human rights-based and conflict-sensitive approaches?
- Is UNDP perceived by stakeholders as a strong advocate in the areas of focus of the CPD – what is the positioning of UNDP in the larger development sphere?
- Has UNDP been able to effectively adapt the programme to the effects of the COVID-19 pandemic in Thailand?

Effectiveness

- To what extent has UNDP programme contributed towards an improvement in national government capacity, including institutional strengthening? How could UNDP enhance this element in the next UNDP programme?
- Which programme areas are the most relevant and strategic for UNDP to scale up going forward?
- What have been the contributing factors in the effectiveness of UNDP projects and programmes? What are the key enabling factors for success and the key challenges?
- To what extent has UNDP improved the capacities of national implementing partners to advocate on environmental issues, including climate change issues and disaster risk reduction?
- To what extent has UNDP partnered with civil society and local communities to promote in the areas of work UNDP supported?
- To what extent have the results at the outcome and output levels generated results for gender equality and the empowerment of women?
- To what extent have marginalized groups benefited?
- To what extent did the UNDP programme promote SSC/Triangular cooperation?
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Efficiency

- To what extent has there been an economical use of resources (funds, human resources, time, expertise, etc.)? What are the main administrative constraints/strengths?
- Is the results-based management system operating effectively and is monitoring data informing management decision making?
- To what extent has UNDP been efficient in building synergies and leveraging with other programmes and stakeholders in Thailand?
- How well does the workflow between UNDP and national/international implementing partners perform?
- To what extent have programme funds have been delivered in a timely manner?
- When UNDP provides implementation support services as per MOU with an implementing partner, how well has UNDP performed?
- To what extent did UNDP engage or coordinate with beneficiaries, implementing partners, other United Nations agencies and national counterparts to achieve outcome-level results?
- To what extent did UNDP promote gender equality, the empowerment of women, human rights and human development in the delivery of country programme outputs?

Sustainability

- What outcome results and outputs have the most likelihood of sustainability and being adopted by partners and why?
- To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome- and output level results?
- To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?
- To what extent do mechanisms, procedures and policies exist to carry forward the results attained on gender equality, empowerment of women, human rights and human development by primary stakeholders?
- To what extent have national partners committed to providing continuing support (financial, staff, aspirational, etc.)?
- To what extent do partnerships exist with other national institutions, international and national NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?
- Have the efforts made by UNDP and national partners to mobilize resources and knowledge been in line with the current development landscape?

Evaluation cross-cutting issues questions

Human rights

- To what extent have poor, indigenous people, people with disabilities, women and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?
- What barriers have been seen to the inclusion of vulnerable groups in UNDP's work and what can be done to improve inclusion of these groups?
- In what way could UNDP ensure the respect and protection of Human Rights more effectively in the next country programme?

Gender equality

- To what extent have gender equality and the empowerment of women been addressed in the programme strategic design, implementation and reporting? Are there key achievements?
- To what extent has the programme promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects? **What have been the challenges?**
- In what way could UNDP enhance gender equality in the next country programme?
- To what extent has considerations been given to gender disaggregated data and gender analysis

The above guiding evaluation questions could be further refined by the evaluation team and agreed with UNDP evaluation stakeholders.

4. Methodology

The CPD Evaluation data sources will consist of i) the MTR of the current CPD; ii) programme and project documents, their planning and reporting tools, evaluation reports, and other documentary evidence provided in support of self-assessed performance against the agreed country office results framework; iii) interviews with UNDP (primarily CO) staff and selected key stakeholders (private sector, academic, civil society, government at national and subnational level, UNCT); and iii) any additional material as required, if the evidence identified in the self-assessment and interviews is insufficient.

The Evaluation will use quantitative and qualitative evaluation methods. It is expected that the evaluation will use the following data collection methods:

- Desk Review of relevant documents;
- **Semi-structured interviews** with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, 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.
- Survey and/ or questionnaires where appropriate.
- Field visits and on-site validation of key tangible outputs and interventions if possible in light of the Covid-19 situation.

There will be triangulation across data points and data collection methods. The Evaluation should adhere to the UN Evaluation Group norms and standards

The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries to the extent possible in light of the Covid-19 situation in Thailand.

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. When possible and relevant, additional disaggregation by income, age, ethnicity, citizenship and

statelessness, migratory status, disability, geographic location, and other characteristics is to be preferred.

Special note

Given the ongoing COVID 19 pandemic and the resultant restrictions may require many of the in-person missions / consultations and data gathering / activities to be carried out remotely using electronic conferencing means.

5. Products (deliverables)

- **Evaluation inception report (up to 10 pages).** The inception report, containing the proposed methodology should be carried out following and based on preliminary discussions with UNDP. The inception report should include an evaluation matrix detailing questions and sub-questions, data sources, data collection, analysis tools and methods to be used. The inception report should detail the specific timing for the evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed (this element can be shared with UNDP well in advance). The inception report should be endorsed by UNDP.
- **Kick-off meeting. The Evaluation Team** will give an overall presentation about the evaluation process, including the approach, work plans and other necessary elements.
- **Debriefings.** Immediately following the evaluation, the team is required to present a preliminary debriefing of findings to UNDP CO senior management, RBAP and the first draft of the report will be presented to UNDP, key Government partners and other development partners.
- **Draft Evaluation report (max 60 pages including executive summary and annexes).** UNDP and other designated government representatives and key stakeholders will review the draft report and provide an amalgamated set of comments to the evaluation team within an agreed period of time, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines. UNDP anticipates a forward- looking evaluation which can, based on the determination of the evaluation, make recommendations for the next country programme cycle.
- **Evaluation report audit trail.** Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- **Final Evaluation Report**
- **Presentations to CO and stakeholders**

6. Team composition and required competencies.

Under the overall guidance of UNDP Deputy Resident Representative, the evaluation will be conducted by a team of two independent consultants comprising of:

1. An International Expert will be directly responsible for the evaluation and its overall management, including:
 - Desk reviews, and interviews of staff and other in-country stakeholders, etc;
 - Conducting, or overseeing the analysis of the evidence provided;
 - Preparing the Evaluation draft and final report, and liaising with the UNDP Thailand CO for comments and feedback; reviewing written comments from the CO, incorporating any new and relevant information, correcting any inaccuracies, updating ratings if warranted, and drafting an explanation of the response to feedback.
2. National Consultant will support the International Expert in undertaking the above functions. He/She will compile necessary information and data required for the CPD Review, coordinate

meetings with the CO team and other stakeholders, prepare analysis and contribute to the preparation of the final CPD Evaluation report as required.

Note: To ensure the anonymity of interviewees, the country office staff will not participate in the stakeholder interviews. The CO will provide factual verifications of the draft report within two weeks of receiving the draft report and will jointly organize a virtual meeting to discuss the feedback on the draft report.

International Expert (40 working days)

He/she will be responsible for the following:

- Leading the documentation and framing of the evaluation questions.
- Leading the design of monitoring and questions and field verification tools.
- Ensure efficient division of tasks between team members.
- Leading the planning, execution, and reporting.
- Incorporating the use of best practice with respect to methodologies.
- Responsible for and leading the drafting of inception report, finalization/quality control of the evaluation report including timely submission and adjustment.
- Leading the kick-off meeting and debriefing meeting on behalf of the evaluation team with UNDP and stakeholders.

Required Qualifications:

- Minimum Master's degree in economics, public administration, Monitoring and Evaluation, regional development/planning or any other social sciences related to economic management.
- 7 to 10 years relevant experience in undertaking evaluation in the development sector
- Strong knowledge of UNDP and its working approaches including partnership approaches with Government, private sector, civil society and community groups.
- Proven experience in conducting outputs/outcomes/impact/CPD/UNDAF evaluations.
- Experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators and reconstructing or validating baseline scenarios;
- Demonstrated capacity in strategic thinking, problem solving and policy advice.
- Strong inter-personal skills, teamwork, analytical skills and organizational skills.
- Excellent presentation and drafting skills, and familiarity with information technology, including proficiency in word processing, spreadsheets, and presentation software.
- Fluency in English, both in speaking and writing.
- Previous experience working in Thailand or similar settings in the region is an advantage.
- Knowledge of the sensitivities of the context of Thailand is an asset.

National Consultant, 40 working days

He/she will be responsible for the following:

- Support the International Expert by providing knowledge of the development context in Thailand.
- Collects all relevant documents and reports needed for the review.
- Support the team leader in coordinating with UNDP, government partners and other stakeholders.
- Organizing meetings, workshops, interviews, consultations during the field missions (if any).
- Draft parts of the report as assigned by the International Expert.

It is expected that he/she is aware of Thailand cultural context and working with different government institutions; and when needed provide support as an interpreter between English and Thai and vice versa.

Required Qualifications:

- Minimum Master’s degree in economics, public administration, regional development/planning or any other social sciences related to economic management.
- 3-5 years of relevant experience in undertaking evaluation in the development sector.
- Strong knowledge of UNDP and its working approaches including partnership approaches with Government, civil society and community groups;
- Proven experience in data analysis, conducting outputs/outcomes/impact/CPD/UNDAF evaluations;
- Experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators and reconstructing or validating baseline scenarios;
- Demonstrated capacity in strategic thinking, problem solving and policy advice.
- Strong inter-personal skills, teamwork, analytical skills and organizational skills.
- Fluency in Thai and English, both in speaking and writing.

7. 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 consultant 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 with the express authorization of UNDP and partners.”

8. 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 focal point connecting other key parties.

The evaluators will report to the Deputy Resident Representative (DRR) with Quality assurance provided by the Bureau and Independent Evaluation Office. The final approval of the report will be made by the RR. The final payment will be made upon the satisfactory completion and approval of the report.

Role	Responsibilities
Commissioner of the evaluation:	<ul style="list-style-type: none"> ▪ Lead and ensure the development of comprehensive, representative, strategic and costed evaluation; ▪ Determine scope of the evaluation in consultation with key partners; ▪ Provide clear advice to the evaluation manager on how the findings will be used;

UNDP Deputy Resident Representative	<ul style="list-style-type: none"> ▪ Respond to the evaluation by preparing a management response and use the findings as appropriate; ▪ Safeguard the independence of the exercise; ▪ Approve TOR, inception report and final report. ▪ Allocate adequate funding and human resources. ▪ Ensure dissemination of the evaluation report to all the stakeholders.
Evaluation Manager: M&E Focal Point	<ul style="list-style-type: none"> ▪ Lead the development of the evaluation TOR in consultation with stakeholders; ▪ Manage the selection and recruitment of the Evaluation Team; ▪ Manage the contractual arrangements, the budget and the personnel involved in the evaluation; ▪ Provide executive and coordination support; ▪ Provide the evaluation team with administrative support and required data; ▪ Liaise with and respond to the commissioners; ▪ 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; ▪ Review the inception report and final report.
Evaluation Team (led by Team leader)	<ul style="list-style-type: none"> ▪ Fulfil the contractual arrangements under the terms of reference as appropriate; ▪ Ensure the quality (including editorial) of the report and its findings and recommendations; ▪ Develop the evaluation inception report, including an evaluation matrix, in line with the terms of reference, UNEG norms and standards and ethical guidelines; ▪ Draft reports and brief the evaluation manager, programme/project managers and stakeholders on the progress and key findings and recommendations; ▪ Finalize the evaluation, taking into consideration comments and questions on the evaluation report. Evaluators' feedback should be recorded in the audit trail; ▪ Support UNDP efforts in knowledge-sharing and dissemination if required.

9. Time frame for the process

The timeframe and responsibilities for the evaluation process are tentatively as follows:

Timeframe for the CPD Evaluation process		
Activity	Responsible party	Tentative timeframe
Selection of the Evaluation team	UNDP	Jan 2021
Provide necessary information to the Evaluation team	UNDP (CO and RBAP)	1 st week of Feb2021
Conduct desk review	Evaluation team	Feb 2021
Submit the inception report to UNDP	Evaluation team	2 nd week February 2021
Approve the inception report	UNDP	Within 3 rd Week Feb 2021
Collect data/conduct field missions	Evaluation team	Feb - March 2021
Analyse data and prepare a report	Evaluation team	March 2021
Submit the first draft to UNDP	Evaluation team	End March 2021

Review the first draft	UNDP	1 st week April 2021
Submit the draft Final to UNDP	Evaluation team	2 nd week April
Submit the final draft to UNDP	Evaluation team	2 nd week of April
Presentation to stakeholders	Evaluation team / UNDP	3 st week April

Example of working day allocation and schedule for the evaluation?

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
Phase One: Desk review and inception report				
Meeting briefing with UNDP (programme managers and project staff as needed)	-	At the time of contract signing 1 February 2021	UNDP or remote	Evaluation manager and commissioner
Sharing of the relevant documentation with the evaluation team	-	At the time of contract signing 1 st week February 2021	Via email	Evaluation manager and commissioner
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	10 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 week of submission of the inception report	UNDP	Evaluation manager
Phase Two: Data-collection mission				
Consultations and field visits, in-depth interviews and focus groups	15 days	Within four weeks of contract signing	In country and online Travel might not be possible due to restrictions caused by the ongoing Covid-19 pandemic	UNDP to organize with local project partners, project staff, local authorities, NGOs, etc.
Debriefing to UNDP and key stakeholders	1 day		In country	Evaluation team
Phase Three: Evaluation report writing				
Preparation of draft evaluation report (50 pages maximum excluding annexes), executive summary (5 pages)	8 days	Within three weeks of the completion of the field mission or online interviews	Home- based	Evaluation team
Draft report submission	-			Evaluation team
Consolidated UNDP and stakeholder comments to the draft report	-	Within two weeks 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

Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office	5 days	Within one week of final debriefing	Home- based	Evaluation team
Submission of the final evaluation report to UNDP country office (50 /60 pages maximum excluding executive summary and annexes)	-	Within one week of final debriefing	Home- based	Evaluation team
Estimated total days for the evaluation	40			

10. Application submission process and criteria for selection

Evaluation team will be evaluated based on the merit of the proposed approach, including following:

- 10%. Qualification and experience
- 15%. Technical approach as illustrated in the description of the proposed methodology.
- 10%. Timeline reflecting proposed activities, which emphasis the ability to meet the proposed deadlines
- 20%. Evidence of experience of the consultant in conducting evaluations as detailed in the CV
- 15%. Reference from Past performance. To enable this reference check is carried out, applicants are required to provide a list of all related consultancies/ evaluations conducted during the past three years with associated contact details of references.
- 30% Financial proposal

11. TOR annexes

- A. MTR CPD Thailand
- B. 2019 Annual Report (UNDP Thailand)
- C. CPD 2017-21
- D. UNPAF 2017-2021

This TOR is approved by:

Lovita Ramguttee

Ms. Lovita Ramguttee, Deputy Resident Representative, UNDP Thailand