



<b>Position Title:</b>	International consultants to conduct Mid-term Evaluation (MTE) of UNDP Maldives Country Programme (2022-2026)		
<b>Competition Type:</b>	Competitive		
<b>Committee Review Required:</b>	Yes		
<b>Procurement Method:</b>	IC - Competitive	<b>Existing LTA/Contract</b>	No
<b>Contract period:</b>	1 December 2023 - 30 March 2024 (35 day spread across 4 months)		
<b>Location:</b>	Maldives		
<b>Chrono no:</b>	TOR/2023/40		

## **A – BACKGROUND**

Maldives is an Upper Middle-Income Country, with a Human Development Index of 0.747 (2021-2022), ranking at 90<sup>th</sup> overall and 2<sup>nd</sup> among its South Asian peers. As a Small Island Developing State (SIDS), Maldives is amongst the world's most vulnerable countries to climate change. 80 per cent of its coral islands are less than 1 metre above sea level, making global warming, sea level rise and onset of climate and geophysical hazards existential threats to the nation.<sup>1</sup> It has a high resource footprint and relies heavily on imported fossil fuels.<sup>2</sup> The biggest sources of Greenhouse Gas (GHG) emissions are electricity generation (67%), and transportation (25%).

Since the post-COVID 19 period, the Maldives economy grew at 8.7%<sup>3</sup> during 2022 continuing its swift economic recovery from the 2020 pandemic. Poverty levels fell to 3.8%<sup>4</sup> from 7% in 2021 and Debt-to-GDP reduced to 106% (\$6.6B)<sup>5</sup>, from 114% in 2021. Despite improvements, the country continues to face economic vulnerabilities; debt continues to be high<sup>6</sup> and Maldives has a credit rating below investment grade<sup>7</sup>, restricting government capacity to replenish public sector investment programs beyond public finance in priority areas such as environmental protection and social reforms<sup>8</sup>.

<sup>1</sup> Asian Development Bank. *Multi-hazard Risk Atlas of the Maldives*. March 2020.

<sup>2</sup> Ministry of Environment. *Updated Nationally Determined Contribution of the Maldives*. 2020.

<sup>3</sup> <https://www.imf.org/en/Countries/MDV>

<sup>4</sup> <https://documents1.worldbank.org/curated/en/099024510132242252/pdf/IDU0560185ed0de9204aef0b683032152d72321d.pdf>

<sup>5</sup> <https://www.finance.gov.mv/public/attachments/MCArqmFrcCMzEZDXvrWX8pUQ4FHIQuZBVCqQ9Sak.pdf>

<sup>6</sup> UNDP Debt report "Avoiding 'Too Little Too Late' on International Debt Relief" <https://www.undp.org/publications/dfs-avoiding-too-little-too-late-international-debt-relief>

<sup>7</sup> [https://www.fitchratings.com/research/sovereigns/fitch-revises-maldives-outlook-to-negative-affirms-at-b-13-10-2022#:~:text=Fitch%20Ratings%20%2D%20Hong%20Kong%20%2D%2013,IDR\)%20at%20'B%2D](https://www.fitchratings.com/research/sovereigns/fitch-revises-maldives-outlook-to-negative-affirms-at-b-13-10-2022#:~:text=Fitch%20Ratings%20%2D%20Hong%20Kong%20%2D%2013,IDR)%20at%20'B%2D)

<sup>8</sup> Maldives 2022 national budget figures indicate total budget allocation available to Environmental Protection was 5%.

Income disparities and gender inequality continue to be high<sup>9</sup>. 19% growth of employment in the informal sector since COVID has yet to show trends of decline. This has affected women, in particular, returning to formal employment<sup>10</sup>.

Despite these economic challenges, the Maldives presided over the 77<sup>th</sup> United Nations General Assembly and globally advocated for climate financing and successfully supported Small Island Development States (SIDS) representation and advocacy at COP27 to achieve net-zero emissions and phase out fossil fuel by 2030. With 20 other SIDS it led the Climate Smart Resilient Island initiative which provides a holistic approach for island nations to address climate change. However, Maldives is still unable to mobilize concessional financing at scale to meet its spending needs for social sector and climate action<sup>11</sup>.

The UNDP-supported Government's Strategic Action Plan (SAP) 2019–2023, articulates the principle of leaving no-one behind (LNOB) and priorities of Blue Economy, Dignified Family, Good Governance and Jazeera Dhiriulhun (Island Life), towards achieving Agenda 2030. The National Resilience and Recovery Plan 2020-2022 was developed in response to COVID-19, prioritizing key elements of SAP and identifying sector-specific strategies to diversify the economy, decentralize Government and build resilience. Ongoing UN efforts to support the formulation of a National Planning Act (NPA) is a crucial step towards laying the foundations for an inclusive, long-term National Development Plan (NDP).

The Country Programme Document (2022-2026) directly supports the country's international commitments, for instance, 2030 Agenda for Sustainable Development, Paris Agreement, Beijing Declaration and Platform for Action, SAMOA Pathway. It also aligns well with the United Nations Strategic Development Cooperation Framework (UNSDCF) Maldives (2022-2026) and in support of the Maldives' national priorities outlined in the Strategic Action Plan (2019-2023)<sup>12</sup> and the National Resilience and Recovery Framework.

Resonating with the UNSDCF's Theory of Change (ToC), the current programme's ToC is built on the premise that if inclusive, sustainable and thriving livelihoods are in place, an anticipatory and accountable governance is functioning for and by the people, and natural resources are managed in a sustainable, climate-friendly and disaster-resilient manner, then the people of Maldives – especially the most vulnerable – will benefit from an inclusive, resilient, healthy, tolerant and skilled society where people meaningfully participate in contributing to and benefitting equitably from sustainable socio-economic development and environmental protection, leading to SDGs achievement.

As the SDG integrator, UNDP Maldives has played key roles in supporting the UNSDCF implementation through the integrated policy and programmatic support. The UNDP supports and works with the GoM and partners in three complementary priorities defined under the 2022-2026 programme: 1) Inclusive, sustainable, and thriving livelihoods (supporting UNSDCF-Outcome 1), 2) Sustainable natural resource management (NRM) and climate resilience (supporting UNSDCF-Outcome 3), and 3) Anticipatory and accountable governance for and by the people (supporting UNSDCF-Outcome 4).

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<sup>9</sup> Human Development Report: <https://hdr.undp.org/data-center/specific-country-data#/countries/MDV>

<sup>10</sup> UNDP Maldives informal sector report 2022.

<sup>11</sup> Maldives 2023, budgetary figures indicate grants only represent 8% of government revenue.

<sup>12</sup> [Maldives Strategic Action Plan 2019-2023](#)

## **B - DUTIES AND RESPONSIBILITIES**

### **Evaluation purpose and scope**

This evaluation will assess the UNDP Maldives' contribution and performance in supporting of the national development and priorities under the UNDP Maldives country programme (2022-2026). The evaluation will serve an important strategic recommendation and accountability function, providing national stakeholders and partners in Maldives with an impartial assessment of the results of UNDP Maldives support.

The scope of the CPD evaluation includes UNDP's contribution to the outcomes and in entirety activities at output levels covering from 2022 to date. The evaluation will also cover interventions funded by all sources, including core UNDP resources, donor funds and government funds, as well as initiatives from regional and global programmes. The evaluation will also examine the UNDP's contribution toward cross-cutting issues, such as human rights, gender equality, leaving no one behind (LNOB), above all others. The evaluation will be forward-looking by drawing lessons from the first half of the CPD period and propose recommendations for the remaining period, including how the CP aligns with the supports in achieving UNDP 6 Signature Solutions, its three key enablers, and UNDP Strategic Plan (2022-2025) three key priorities – 1) structural transformation, 2) no-one left behind, and 3) resilience building.

The following are projects and portfolio currently operating under the Country Programme 2022-2026:

#### **CPD Outcome 1:**

1. Operationalizing Integrated National Financing Framework (INFF)
2. Maldives Accelerator Lab
3. Tax for SDGs
4. Climate Finance Network
5. Selected initiatives hosted under Engagement Facility

#### **CPD Outcome 2:**

6. Economic Empowerment and Development for SMEs project (SEEDS)
7. Project for Developing Sustainable Agricultural Economy
8. UNDP-supported GCF-financed project "Supporting vulnerable communities in Maldives to manage climate change-induced water shortages"
9. UNDP-GEF financed project "Eliminating POPs through sound management of chemicals" (GEF-6)
10. UNDP-GEF financed project "Implementing Sustainable Low and non-Chemical Development in SIDS (ISLANDS-GEF7)"
11. Sustainable DRR/CCA and Mitigation in Maldives (SIDS Joint Programme)
12. JSB Net Zero Emission (Climate Promise II)
13. Improving urban waste management through the improvement of PET interception and disposal processes in greater Male' region
14. Maldives Resilient Reef Ecosystem and Economy for the Future (GFCR)
15. Improvement of Infectious of Waste Management in Southwest Asia
16. GEF Small Grants Programme
17. Improvement of Infectious of Waste Management in Southwest Asia
18. Reimagining Tourism

### CPD Outcome 3:

19. Integrated Governance Programme Phase 2 (IGP II)
20. Integrated Governance Programme Phase 3 (IGP III)
21. CHINA-UNDP Triangular Cooperation Response to COVID-19 project
22. Supporting the GoM to procure medicines at scale for driving efficiency gains, and to ensure financial sustainability of the Maldives Universal Health Coverage Scheme project

The purpose of the evaluation is a comprehensive assessment of contributions of the country program outputs towards achieving the established outcomes, and how UNDP can ensure sustained contribution to overall development results, with the following six objectives:

1. Review the extent to which relevant outputs contributed to each outcome and identify factors the particular initiatives have or have not been successful.
2. Assess the mechanisms/methods by which outputs lead to the achievement of the specified outcomes with special focus on assessing the gender transformative results of each achievement.
3. Review of factors influencing the effectiveness of UNDP's contribution, by identifying concrete evidence of the UNDP contribution to outcomes.
4. Assess the continual relevance of the UNDP's contributions, including applied strategies and partnerships towards each outcome taking into account the emerging development challenges and opportunities
5. Identify lessons learned and adjustments to the UNDP's contributions in view of improving their relevance, effectiveness, and efficiency over the remaining CP period. This may include, for instance, factors that facilitate and/or hinder the progress in achieving the outcomes, both in terms of the external environment and those internal to the portfolio interventions, including: weaknesses in design, management, human resource skills, and resources)
6. Provide actionable recommendations/directions for the remaining period of the current Country Programme (2022-2026), advising on the good practices which should be replicated, and what to strengthen and/or introduce in the programme

### Approach and Methodology

The following are proposed methodologies in which the evaluation team will later be working with the UNDP team to select the prioritized methods in the inception report. Data collection and analysis should include both quantitative and qualitative. These are, for instance:

- Literature review of relevant documents: Review of existing programmatic level's documents (CPD, ROAR, IWP planning and risks, UNSDCF, SAP, etc.) programmes/projects log frames/ result frameworks under each unit; Review of AWP's; Review of progress and annual reports, project evaluation reports, etc.
- Interview with relevant UNDP staff
- Interview with and participation of national partners, stakeholders and beneficiaries
- Key informant interviews, survey, group consultation, focus group meetings
- Field visits to selected atolls and islands

In an inception report, the evaluation team will design an evaluation matrix detailing how the evaluators intend to answer the evaluation questions, including evaluation designs, data collection methodologies, and sampling strategies. The inception report shall include a timeline and establish clear roles and responsibilities among team members. The overall approach and methodology applied should ensure the most reliable and valid answers to the evaluation questions and criteria within the limits of resources.

## Evaluation criteria and guiding questions

The MTE questions are guiding questions proposed based on the five OECD/ DAC evaluation criteria<sup>13</sup> on relevance, coherence, effectiveness, efficiency, and sustainability with an additional lens on impact, social inclusion and disability, gender equality and partnership. The evaluation team should propose additional questions and/or tailor the questions when submitting the inception report.

Criteria	Evaluation Questions
Relevance	<ul style="list-style-type: none"> <li>To what extent has the CPD been aligned with the national development needs and priorities (e.g. Maldives Strategic Action Plan (SAP) 2019-2023)?</li> <li>To what extent has the Maldives CPD been able to address the needs of women and men in the global and local changing context?</li> <li>To what extent has UNDP Maldives's selected method of implementation been appropriate to the development context in the Maldives?</li> <li>To what extent have UN reforms influenced the relevance of UNDP support to the Government of Maldives (GoM)?</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>To what extent has the UNDP Maldives Programme accomplished its outcomes</li> <li>To what extent has the UNDP Maldives Programme accomplished its outputs</li> <li>What are the main contributions to development for which UNDP Maldives is recognized in the country?</li> <li>What are the unexpected outcomes or consequences it yielded? What are their implications?</li> <li>How has UNDP Maldives incorporated the lessons learned and feedbacks provided by partners and beneficiaries (especially vulnerable populations) so far into the subsequent process of the programme planning and implementation? What were the impacts and results of incorporating their voices into the interventions?</li> <li>What evidence is there that UNDP Maldives support has contributed towards an improvement in a national government capacity, including institutional strengthening?</li> <li>Has UNDP Maldives been influential in national debates on democratic governance; social development; and environment and natural resource management? Has it contributed to national priorities?</li> <li>Taking into account the technical capacity and institutional arrangements of the Country Office, is UNDP Maldives: <ul style="list-style-type: none"> <li>well suited in providing technical assistance in democratic governance in Maldives?</li> <li>well suited in providing technical assistance in sustainable financing and innovative solutions in Maldives?</li> <li>well suited in providing technical assistance in resilience and climate change, and disaster risk reduction in Maldives?</li> </ul> </li> <li>Is UNDP Maldives perceived by stakeholders as a strong advocate for improving democratic governance; sustainable financing and innovation; and environment and climate change in Maldives?</li> </ul>

<sup>13</sup> Access at: <http://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

Criteria	Evaluation Questions
	<ul style="list-style-type: none"> <li>• How effective has UNDP Maldives been in partnering with development partners in democratic governance; sustainable financing and innovation; and environment and climate change in Maldives?</li> <li>• How effective has UNDP Maldives been in partnering with civil society organizations and community-based organizations, in democratic governance; sustainable financing and innovation; and environment and climate change in Maldives?</li> <li>• How effective has UNDP Maldives been in partnering with the private sector in democratic governance; sustainable financing and innovation; and environment and climate change in Maldives?</li> <li>• Has UNDP utilized innovative techniques and best practices in its programming in its three key priority areas?</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>• To what extent has UNDP Maldives been able to utilize core resources in leveraging external funding to support the achievement of the country programme?</li> <li>• To what extent have the delivery and achievement of the programme outcomes and outputs been efficient and cost effective?</li> <li>• To what extent was the existing programme management structure appropriate and efficient in generating the expected and targeted results?</li> <li>• Are the monitoring and evaluation systems that UNDP Maldives has in place helping to ensure that the projects and portfolios are managed efficiently and effectively?</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>• To what extent will the benefits of the programme priorities in respect to gender mainstreaming and women's empowerment continue, or are likely to continue in future?</li> <li>• What is the likelihood that democratic governance initiatives which UNDP Maldives has supported are sustainable?</li> <li>• What is the likelihood that sustainable financing and innovation initiatives which UNDP Maldives has supported are sustainable?</li> <li>• What is the likelihood that environmental management and climate change initiatives which UNDP Maldives has supported are sustainable?</li> <li>• What could be potential new areas of work and innovative measures for sustaining the programmatic results in the respective interventions across the three thematic priorities?</li> <li>• What are the recommendations for future sustainability of the gender responsive and transformative (if any) results and the changes it brings about?</li> <li>• How should the portfolio of activities be enhanced to support government authorities, local communities, and civil society in improving service delivery over the long term?</li> </ul>
Impact	<ul style="list-style-type: none"> <li>• To what extent have partners been involved in the respective projects/portfolio interventions and contribute to the positive changes across the three programme priorities?</li> <li>• So far, in what aspects has the current programme resulted in a positive change in the lives of Maldivians?</li> <li>• To what extent has UNDP Maldives promoted positive changes of women and vulnerable groups, and ensuring no one is left behind (LNOB)? Were there any unintended effects?</li> </ul>
Social inclusion and disability	<ul style="list-style-type: none"> <li>• To what extent have poor, indigenous and other vulnerable groups (e.g. persons with disabilities, women headed households, etc.) benefitted from the work of the Maldives programme?</li> </ul>

Criteria	Evaluation Questions
Gender equality and human rights	<ul style="list-style-type: none"> <li>How effective has the Maldives programme been in creating transformative change for the women in the communities and in empowering the local/national governments to create an enabling environment that help change the lives of women and girls on the ground?</li> <li>What measurable changes in gender equality and women's empowerment (GEWE) have occurred as a result of the current country programme?</li> </ul>
Coherence and partnerships	<ul style="list-style-type: none"> <li>To what extent are UNDP Maldives's engagements a reflection of key strategic considerations, in the development context of Maldives in relation to its comparative advantage vis-a-vis other partners?</li> <li>What changes should be made in the current set of partnerships with national institutions, CSOs, UN Agencies, private sector, and other development partner in Maldives, to promote long term sustainable and transformative results?</li> <li>To what extent has UNDP Maldives planned its work to promote coherence and complementarity with other United Nations partners and stakeholders?</li> <li>To what extent did UNDP Maldives develop partnerships that advanced the identified development results?</li> </ul>

### Evaluation Team Composition

A team of two independent evaluators will conduct the evaluation – one team leader (with international experience and exposure to projects and evaluations in other regions as well as evaluation methodologies) and one national consultant (local expert). The below job descriptions are for the **team leader** (international consultant). The team lead will perform the following tasks:

- Lead and manage the evaluation
- Lead in the overall design of the MTE's methodology (e.g. evaluation design, data collection and data analysis methods, etc.)
- Ensure the smooth planning for the implementing partners' and stakeholders' meetings and interviews. Logistics and admin support will be provided by the national consultant
- Lead in the framing and scoping mission (e.g. evaluation approach, develop evaluation questions, evaluation design matrix, etc.)
- Finalize the Inception Report and the evaluation report and submit to UNDP
- Conduct the presentation of the preliminary findings, final evaluation report and recommendations to UNDP team and stakeholders

### Expected Output

Outputs/ deliverables	Key activities	Target due date
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<b>Deliverable 1:</b> Submission of inception report containing detailed evaluation schedule and an outline for the evaluation report	In December 2023, evaluation team will have a briefing meeting with UNDP team before submitting the inception report; propose the stakeholders to be interviewed (initial list provided below in the travel plan section), and the interview schedules factoring the post-election and government transition period.	22 December 2023
<b>Deliverable 2:</b> Submission of the first draft of Evaluation Report	<p>The team will conduct a field visit based on the proposed plan. The estimated days for the field visit and stakeholder interviews should take no more than 12 days.</p> <p>The team will conduct debriefing session with key stakeholders (governments, NGOs, CSOs, etc.) and UNDP to present the preliminary findings and recommendations before submitting the draft evaluation report</p>	1 February 2024
<b>Deliverable 3:</b> Submission of Final Evaluation Report and audit trail detailing how the comments and feedbacks have been addressed	The final evaluation report should incorporate the comments and feedbacks from UNDP team. Audit trail detailing how the comments have been responded is to be submitted along with the evaluation report	25 February 2024
<b>Deliverable 4:</b> Validation workshop with stakeholders		First or second week of March 2024 (exact date to be identified)

### **Institutional Arrangement**

The consultant will report to UNDP Maldives RR and will be supported by DRR, Planning and M&E Analyst, Operations Manager and Assistant Resident Representative (ARRs). A briefing and debriefing meeting will be organized with UNDP commissioning team at the beginning and end of assignment.

The consultant shall attend meeting with stakeholders in Male and selected project sites. The consultant will also meet (in-person and/or virtually) with the commission unit before each deliverable is being finalized. However, meeting/call can be arranged more frequently to accommodate challenges or needs arise. The consultant will also maintain regular communications via email with the commissioning unit throughout the assignment. Below is the list of potential project sites for the mission and mode of transport. Please note that the cost of domestic flights should also be included in the financial proposal.

### **Expected Places of Travel**



Atolls, island	Name of beneficiaries/ Partners	Estimated days	Mode of transport
Laamu Atoll, Fonadhoo (PDSAE, SEEDS, Reimagining Tourism)	Local Council, WDC, community, beneficiaries, etc.	12 days	Air
Addu Atoll, Addu City (Drone for resilience, GEF-6, GEF-7)	Local Council, WDC, community, beneficiaries, etc.		Air
Gdh. Hoandeddhoo (GCF)	Local Council, WDC, community, beneficiaries, etc.		Air
Baa. Dharavandhoo (GCF)	Local Council, WDC, community, beneficiaries, etc.		Air
Gnaviyani, Fuvahmulah (HCWM, GEF SGP, TCCF, GFCR)	Local Council, WDC, community, beneficiaries, etc.		Air
Kulhudhuffushi (IGP-Civic and Practice Parliament)	Local Council, WDC, community, beneficiaries, etc.		Speedboat
B. Hlthaadhoo and GA.Villingili (IGP-Miyaheli)	Local Council, WDC, community, beneficiaries, etc.		Speedboat
Kaafu. Male'	Key implementing partners and responsible partners in Male' and Hulhumale': e.g Ministry of Environment, Climate change and Technology, Ministry of Gender, Ministry of Planning, Ministry of Fisheries Marine Resources and Agriculture, Human Rights Commission of the Maldives, Local Government Authority, Parliament, Local Councils, Ministry of National Planning, Attorney General's Office, People's Parliament, Department of Judicial Administration, CSOs, WDCs, Bar Council of Maldives, Judicial Services Commission, Elections Commission, Prosecutor General's Office Ministry of Economic Development, UrbanCo, Agro National Corporation, UN agencies,	4 days	N/A

#### **C - SCOPE OF PRICE PROPOSAL AND SCHEDULE OF PAYMENTS**

UNDP will issue a contract as per the deliverable table below to engage the successful consultant. The method of payment is output-based lump-sum scheme regardless of extension of the herein specific duration.

The total amount quoted shall be all-inclusive lump-sum and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (if any work is to be done outside the duty station) and any other applicable/foreseeable costs to be incurred by the service provider in completing this assignment. No costs other than what has been indicated in the financial proposal will be paid or reimbursed to the consultant. UNDP will only pay for any unplanned travel outside of this TOR and Duty Station on actual basis and on submission of original bills/invoices and on prior agreement with UNDP officials. Daily per diums and costs for accommodation/meals/incidental expenses for such travel shall not exceed established local UNDP DSA rates.

**For an Individual Contractor who is 62 years of age or older, and on an assignment requiring travel, be it for the purpose of arriving at the duty station or as an integral duty required travel under the TOR, a full medical examination and statement of fitness to work must be provided. Such medical examination costs must be factored into the financial proposal above.**

The payments shall be released by UNDP upon submitting the required deliverables/outputs by the contractor, and upon the clearance of the deliverable as satisfactory by the Programme Manager/Focal Point as per agreement for each report in accordance with a set time schedule to be agreed in the contract.

Deliverable	Target due date	Percentage	Review and Approvals Required
<b>Deliverable 1:</b> Submission of inception report containing detailed evaluation schedule and an outline for the evaluation report	22 December 2023	10%	Resident Representative
<b>Deliverable 2:</b> Submission of the first draft of Evaluation Report	1 February 2024	40%	Resident Representative
<b>Deliverable 3:</b> Submission of Final Evaluation Report and audit trail detailing how the comments and feedbacks have been addressed	25 February 2024	30%	Resident Representative
<b>Deliverable 4:</b> Validation workshop with stakeholders	First of second week of March 2024 (exact date to be identified)	20%	Resident Representative

**Note: Payments will be based on invoices on achievement of agreed milestones i.e., upon delivery of the services specified in the TOR and certification of acceptance by UNDP.**

#### **D - CRITERIA FOR SELECTION OF BEST OFFER**

The contractor must have a broad set of relevant competencies and technical capacities that include but not limited to gender responsive evaluation. The details of the core qualifications and skills required for this consultancy are further outlined in the following section.

#### **Eligibility Criteria Successful Individual Contractor (International Consultant/ Team lead)**

##### **a) Mandatory Qualifications**

- A Master's Degree in Social Sciences, Political Science, Economics, Development Economics or related fields with at least 10 progressive years working in a similar field
- A first-level university degree in combination with 15 additional years of qualifying experience may be accepted in lieu of the advanced university degree.
- At least 10 years of experience in leading programme and project evaluations, country programme evaluations, impact evaluation, and/or thematic evaluations

##### **b) Desired Qualifications**

- At least 10 years of relevant experience in conducting research in similar contexts with the application of qualitative and quantitative research methodologies; using other relevant evaluation methodologies to conduct project design, implementation, and evaluation/impact analysis;
- At least 10 years of experiences in applying gender analysis tools and methodologies, mainstreaming gender in programmes and project, especially in an organizational policy and practice context is desirable;
- At least 7 years of experience working in Maldives, SIDS countries, South Asian regions, or in the context of a middle-income country transition
- Prior experiences with UNDP or other UN agencies evaluation is desirable

#### **Evaluation Method (International Consultant)**

The selection process will follow a cumulative scoring of 70% technical and 30% financial. The minimum passing score of technical offers shall be 70% of the total marks obtained. Technical offers will be evaluated based on the following criteria and corresponding points. Only applicants that obtained minimum technical score of 70% of the total marks will be included in the financial evaluation.

Summary of Evaluation of Technical Offers		Maximum Marks Obtainable
1.	Educational Qualifications	20
2.	Work Experience	50
<b>Total</b>		<b>70</b>

## Breakdown of Technical Evaluation Criteria

Section 1. Educational Qualifications		Maximum Points obtainable	Scoring Scale
1.1	<p>A Master's Degree in Social Sciences, Political Science, Economics, Development Economics or related fields with at least 10 progressive years working in a similar field</p> <p>A first-level university degree in combination with 15 additional years of qualifying experience may be accepted in lieu of the advanced university degree.</p>	20	<ul style="list-style-type: none"> <li>• Masters Degree + 10 years of work experience in relevant areas: 20</li> <li>• First-level university degree in combination with 15 additional years of professional: 20</li> <li>• First-level university degree in combination with 10-14 additional years of professional: 15</li> <li>• First-level university degree in combination 5-9 additional years of professional: 5</li> <li>• None of the above: 0</li> </ul>
Total Section 1		20	

Section 2. Work Experience		Maximum Points obtainable	Scoring Scale
2.1	At least 10 years of experience in leading programme and project evaluations, country programme evaluations, impact evaluation, and/or thematic evaluations	20	<ul style="list-style-type: none"> <li>• &gt;10 years: 20</li> <li>• 5-9 years: 15</li> <li>• 4 years: 10</li> <li>• Below 3 years: 0</li> </ul>
2.2	At least 10 years of relevant experience in conducting research in similar contexts with the application of qualitative and quantitative research methodologies; using other relevant evaluation methodologies to conduct project design, implementation, and evaluation/impact analysis;	10	<ul style="list-style-type: none"> <li>• &gt;10 years: 10</li> <li>• 5-9 years: 7</li> <li>• 4 years: 5</li> <li>• Below 3 years: 0</li> </ul>

2.3	At least 10 years of experiences in applying gender analysis tools and methodologies, mainstreaming gender in programmes and project, especially in an organizational policy and practice context is desirable;	10	<ul style="list-style-type: none"> <li>• &gt;10 years: 10</li> <li>• 5-9 years: 7</li> <li>• 4 years: 5</li> <li>• Below 3 years: 0</li> </ul>
2.4	At least 7 years of experience working in Maldives, SIDS countries, South Asian regions, or in the context of a middle-income country transition;	5	<ul style="list-style-type: none"> <li>• &gt;7 years: 5</li> <li>• 4-6 years: 3</li> <li>• Below 3 years: 0</li> </ul>
2.5	Experience working with UNDP or other UN agencies	5	<ul style="list-style-type: none"> <li>• 5 – with prior UN experience</li> <li>• 0 – no prior UN experience</li> </ul>
<b>Total Section 2</b>		50	

## **E – RECOMMENDED PRESENTATION OF OFFER**

Interested candidates must submit the following documents and information to demonstrate their qualifications.

1. Duly accomplished Letter of Confirmation of Interest and Availability, also available in UNDP Country Office website;
2. Personal CV or P11, indicating all past experience from similar projects
3. Documents of all relevant educational qualifications as stated in CV/P11
4. Portfolio of projects/assignments undertaken in the areas indicated above. Please also indicate any research or assessments conducted in similar fields and contexts
5. Contact details (email and telephone number) of the applicant.
6. Contact details of least three (3) professional referees that supervised applicant during past similar projects.
7. Financial offer that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

## **F – Evaluation Ethics**

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. 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.

#### **ANNEXES TO THE ToR**

1. CPD and CPD results and resource framework 2022-2026
2. Programme ToC
3. UNSDCF 2022-2026
4. List of key stakeholders and partners (to be updated during the inception stage)
5. List of documents for the desk review
6. Evaluation matrix
7. Outline of the evaluation report
8. Ethical Code of conduct

## Annex 1: Country Programme Document (CPD) and results and resource framework 2022-2026

NATIONAL PRIORITY: SAP Sector – Blue Economy; SDGs: 1,9,14				
UNDP OUTCOME#1 (UNSDCF OUTCOME#1): By 2026, youth, women and others at risk of being left behind, contribute to and benefit from inclusive, resilient, sustainable economic and human capital development, fostering innovation, entrepreneurship and decent work.				
RELATED STRATEGIC PLAN OUTCOME: #1 – Structural Transformations				
UNSDCF OUTCOME INDICATORS	DATA SOURCE, FREQUENCY OF DATA COLLECTION, RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS	MAJOR PARTNERS	ESTIMATED COST BY OUTCOME (\$)
<p><b>1: Proportion of population living below the national poverty line, by sex and age, employment status</b></p> <p><u>Baseline:</u></p> <p>Male: 8.1%; Female: 8.2%</p> <p>Children (0-14 yrs) 10.1%</p> <p>Working age population (15-64 yrs): 7.5%; Elderly (65+): 6.2%</p> <p><u>Target:</u> Reduce by 50%</p> <p><b>2: Unemployment rate, by sex and PWDs</b></p> <p><u>Baseline:</u></p> <p>Both sexes: 5.3 (2019)</p> <p>Male: 5.6; Female: 4.8</p> <p>PWDs both sexes: 7.1% (2019)</p> <p>Male: 4.2%; Female: 10.2%</p> <p><u>Target:</u> Under 5% overall</p> <p><b>3: Proportion of youth (aged 15–24 years) not in education, employment or training</b></p> <p><u>Baseline:</u></p> <p>Both Sexes: 29% (2019)</p> <p>Male: 15%; Female: 41%</p> <p><u>Target:</u> Below 10%</p> <p><b>4: Manufacturing value added as a proportion of GDP</b></p> <p><u>Baseline:</u> 2.20 (2019)</p> <p><u>Target:</u> 4.4% by 2030</p> <p><b>5: Women's labour force participation rate</b></p> <p><u>Baseline:</u> 45.6% (2019)</p>	<p><b>Source:</b> HIES</p> <p><b>Responsibility:</b> MBS</p> <p><b>Source:</b> HIES/Census</p> <p><b>Responsibility:</b> MBS</p> <p><b>Source:</b> Census/HIES</p> <p><b>Responsibility:</b> MBS</p> <p><b>Source:</b> Economic Update Reports</p> <p><b>Responsibility:</b> MBS, Maldives Monetary Authority (MMA)</p> <p><b>Source:</b> HIES</p> <p><b>Responsibility:</b> MBS</p>	<p><b>Output 1.1. Government capacities strengthened to formulate and implement policies that promote economic diversification and facilitate private sector engagement and investment.</b></p> <p><b>Indicator 1.1.1:</b> Number of policies implemented to support inclusive livelihoods, private sector growth and innovation. [SPIRRF-4.2.2]  <u>Baseline:</u> 0; <u>Target:</u> 2; <u>Source:</u> MED, CSC; <u>Frequency:</u> Annually</p> <p><b>Indicator 1.1.2:</b> Status of implementation of BCC's Strategic Action Plan for MSME development [SPIRRF-1.3]  <u>Baseline:</u> Action plan developed; <u>Target:</u> Action plan fully operationalized; <u>Source:</u> BCC; <u>Frequency:</u> Annually</p> <p><b>Output 1.2. Innovative development solutions ensure inclusive and meaningful livelihoods, contributing to Blue, Green and Digital value chains for sustainable economic growth.</b></p> <p><b>Indicator 1.2.1:</b> Number of partners applying innovative, data-driven solutions and inclusivity criteria to ensure meaningful livelihoods for all. [SPIRRF-E.2.2]  <u>Baseline:</u> 0; <u>Target:</u> 15 (Ministries (5), Island Councils (5), CSOs (3), Private sector (1), Academia (1)); <u>Source:</u> MED, MOF; <u>Frequency:</u> Annually</p> <p><b>Indicator 1.2.2:</b> Number of new enterprises contributing to lucrative value chains in blue, green and digital economies. [SPIRRF-4.1.1]  <u>Baseline:</u> 0; <u>Target:</u> 2000, (70% led by women, youth, recovering addicts, PWDs); <u>Source:</u> UN, MOT, AGRONat, Polytechnic, MED and Schools; <u>Frequency:</u> Mid-term evaluation</p>	<ul style="list-style-type: none"> <li>- Ministry of Economic Development (MED)</li> <li>- Ministry of Environment, Climate Change and Technology (MoECCT)</li> <li>- Ministry of Fisheries, Marine Resources and Agriculture (MoFMRA)</li> <li>- Ministry of Tourism (MOT)</li> <li>- Ministry of Higher Education (MOHE)</li> <li>- Ministry of Gender Family and Social Services (MGFSS)</li> <li>- MBS</li> <li>- Maldives Pension Administration Office (MPAO)</li> <li>- Civil Service Commission (CSC)</li> <li>- Maldives Polytechnic</li> <li>- Business Center Corporation (BCC)</li> <li>- Maldives National Skilling Authority</li> <li>- LGA</li> <li>- LCS</li> <li>- WDC</li> <li>- CSOs</li> <li>- ILO</li> <li>- UNICEF</li> <li>- UNFPA</li> <li>- UNWOMEN</li> <li>- IOM</li> <li>- UNESCAP</li> <li>- UNCDF</li> <li>- FAO</li> <li>- UNESCO</li> <li>- WTO</li> <li>- IFAD</li> <li>- WB</li> <li>- ADB</li> <li>- IsDB</li> </ul>	<p><b>Regular:</b></p> <p><b>360,000</b></p> <p><b>Other:</b></p> <p><b>7,730,000</b></p>

<p><u>Target:</u> Above 60%</p>				
<b>NATIONAL PRIORITY:</b> SAP Sectors – Jazeera Dhiriulhun and Blue Economy; <b>SDGs:</b> 1,6,7,11,13,14				
<b>UNDP OUTCOME #2 (UNSDCF OUTCOME #3):</b> By 2026, national and sub-national institutions and communities in Maldives, particularly at-risk populations, are better able to manage natural resources and achieve enhanced resilience to climate change and disaster impacts, natural and human-induced hazards, and environmental degradation, inclusively and in a sustainable manner.				
<b>RELATED STRATEGIC PLAN OUTCOME: #3 – Resilience Building</b>				
<p><b>1:Proportion of population using safely managed drinking water services by sex</b>  <u>Baseline:</u> 61.7% (2019)  <u>Target:</u> 85%</p> <p><b>2:Renewable energy share in the total final energy consumption</b>  <u>Baseline:</u> 4% (2018)  <u>Target:</u> 24% by 2023</p> <p><b>3:Proportion of urban solid waste regularly collected and with adequate final discharge out of total urban solid waste generated, by cities</b>  <u>Baseline:</u> 0%  <u>Target:</u> 30%</p> <p><b>5:Existence of a gender-sensitive and integrated policy/strategy/plan which increases Maldives ability to adapt to the adverse impacts of climate change, and foster climate resilience and low GHG development in a manner that does not threaten food production</b>  <u>Baseline:</u> Partially established  <u>Target:</u> Fully established and partially operationalized</p> <p><b>6:Proportion of national exclusive economic zones managed using ecosystem-based approaches</b>  <u>Baseline:</u> 0.0006%  <u>Target:</u> 20% of the Exclusive Economic Zones under Protected Area Management</p>	<p><b>Source:</b> HIES/Progress Reports on National Water and Sewerage Strategic Plan  <b>Responsibility:</b> MBS, MoECCT, MNPHI, NDMA</p> <p><b>Source:</b> SDG Data Update (SDU); State of the Environment (SoE) Report.  <b>Responsibility:</b> MBS; MoECCT</p> <p><b>Source:</b> SDU; SoE Report.  <b>Responsibility:</b> MBS; MoECCT</p> <p><b>Source:</b> SDU  <b>Responsibility:</b> MBS</p> <p><b>Source:</b> SDU  <b>Responsibility:</b> MBS</p> <p><b>Source:</b> Montreal Protocol Article 7 report  <b>Responsibility:</b> MoETCC(NUU)</p>	<p><b>Output 2.1. Enabling environment and multi-sector engagement for carbon footprint reduction in priority sectors</b></p> <p><b>Indicator 2.1.1:</b> Number of sectors integrating and implementing gender-sensitive sustainable practices, policies and strategies [SPIRRF-1.1.2]  <u>Baseline:</u> 0; <u>Target:</u> 7; <u>Source:</u> MoECCT; <u>Frequency:</u> Annually</p> <p><b>Indicator 2.1.2:</b> Percentage of Government sectors prioritized within NDCs for climate change adaptation and mitigation in planning, budgeting and financing mechanisms. [SP-1.1.1]  <u>Baseline:</u> 0%; <u>Target:</u> 100%; <u>Source:</u> MoECCT; <u>Frequency:</u> Annually</p> <p><b>Output 2.2. Government institutions at national/sub-national levels have enhanced capacities to integrate DRM and climate adaptation and mitigation into development planning</b></p> <p><b>Indicator 2.2.1:</b> Number of councils with Island Development Plans incorporating evidenced-based, gender-sensitive, climate-resilient DRR strategies and enhanced protection, governance and management of terrestrial and marine ecosystems. [SPIRRF-1.1.1]  <u>Baseline:</u> 10; <u>Target:</u> 60; <u>Source:</u> LGA; <u>Frequency:</u> Annually</p> <p><b>Indicator 2.2.2:</b> Production frequency of disaggregated early warning alerts, disaster preparedness, and climate change information and data. [SPIRRF-3.1.2]  <u>Baseline:</u> Non-existent; <u>Target:</u> Annual; <u>Source:</u> NDMA, MoECCT; <u>Frequency:</u> Annually</p> <p><b>Output 2.3. Policies, regulatory frameworks, and capacities at national/sub-national levels strengthened for sustainable management of water and waste resources</b></p> <p><b>Indicator 2.3.1:</b> Existence of regulatory frameworks for sound management and disposal of: [SPIRRF-4.1.2]  - chemicals;  - POPs;  - waste.  <u>Baseline:</u> No; <u>Target:</u> Yes; <u>Source:</u> MoECCT; <u>Frequency:</u> Annually</p>	<ul style="list-style-type: none"> <li>- President's Office (PO)</li> <li>- MoECCT</li> <li>- MoFMRA</li> <li>- MED</li> <li>- MOT</li> <li>- Ministry of Transport</li> <li>- MNPHI</li> <li>- National Disaster Management Authority (NDMA)</li> <li>- BCC</li> <li>- SME Development Finance Corporation (SDFC)</li> <li>- AgroNat</li> <li>- FENAKA</li> <li>- STELCO</li> <li>- WAMCO</li> <li>- LGA</li> <li>- LCs</li> <li>- WDCs</li> <li>- CSOs</li> <li>- UNESCAP</li> <li>- UNDRR</li> <li>- UNEP</li> <li>- WHO</li> <li>- UNICEF</li> <li>- UNFPA</li> <li>- IFAD</li> <li>- UNDRR</li> <li>- WB</li> <li>- FAO</li> <li>- MPTF</li> <li>- UNCDF</li> <li>- Government of Japan</li> <li>- Japan International Cooperation Agency</li> <li>- GEF</li> <li>- GCF</li> <li>- GFCR</li> </ul>	<p><b>Regular:</b> 360,000</p> <p><b>Other:</b> 34,890,000</p>



<p><b>7:Status towards HCFC phase-out and HFC consumption</b>  <u>Baseline:</u> HCFC baseline: 4.60 ODP  HFC baseline: average HFC consumption of 2020-2022 plus 65% of HCFC baseline  <u>Target:</u> Phase-out HCFC consumption to zero by 2025</p> <p><b>8:Percentage reduction of GHG emissions across all sectors that contribute to the achievement of the NDC targets.</b>  <u>Baseline:</u> No baseline required  <u>Target:</u> 50%</p> <p><b>9:Existence and implementation of National DRM Plan in line with the Sendai Framework</b>  <u>Baseline:</u> No National DRM Plan in line with Sendai Framework  <u>Target:</u> Plan adopted and being implemented</p>	<p><b>Source:</b> Biennial Update Reports  <b>Responsibility:</b> MoETCC</p> <p><b>Source:</b> Sendai Framework Reporting  <b>Responsibility:</b> NDMA</p>	<p><b>Indicator 2.3.2:</b> Number of islands supported by UNDP practicing gender-responsive, decentralised, sustainable waste and water resource management [SPIRRF-4.1.2]  <u>Baseline:</u> 12; <u>Target:</u> 52; <u>Source:</u> UNDP SGP, LGA; <u>Frequency:</u> Annually</p> <p><b>Output 2.4. Increased engagement of CSOs and individuals on climate action</b></p> <p><b>Indicator 2.4.1:</b> Number of CSOs implementing localized programmes on NRM, sustainable energy transitioning, conservation, and related areas. [SPIRRF-2.4.5]  <u>Baseline:</u> 77; <u>Target:</u> 152; <u>Source:</u> GEF- SGP; <u>Frequency:</u> Annually</p> <p><b>Indicator 2.4.2:</b> Percentage of LCs with programmes for community education, awareness and engagement for climate change action. [SPIRRF-4.1.1]  <u>Baseline:</u> Not available; <u>Target:</u> 20%; <u>Source:</u> LGA; <u>Frequency:</u> Annually</p>		
<p><b>NATIONAL PRIORITY:</b> SAP Sectors: Jazeera Dhirulhun, Caring State, Dignified Families and Good Governance; <b>SDGs:</b> 5,17</p>				
<p><b>UNDP OUTCOME #3 (UNSDCF OUTCOME #4):</b> By 2026, Maldives has strengthened decentralized and accountable governance under the rule of law where people are empowered, meaningfully participate in transparent and transformative processes for public policy and fully enjoy access to justice, public services, human rights, gender equality and women's empowerment in a tolerant and peaceful society.</p>				
<p><b>RELATED STRATEGIC PLAN OUTCOME:</b> #2 – Leaving no-one behind</p>				
<p><b>1:Percentage of seats held by women in (a) national parliament and (b) local governments.</b>  <u>Baseline:</u> (a)4.3% (2019) (b)6% (2020)  <u>Target:</u> (a)33%(b) 33%</p> <p><b>2:Existence of a system/s to track and make public allocations for gender equality and women's empowerment.</b>  <u>Baseline:</u> No  <u>Target:</u> Yes</p> <p><b>3Percentage of women and men aged 15-49 years who consider a husband to be justified in hitting or beating his wife for at least one of the specified reasons</b>  <u>Baseline:</u>  Women 25.8%  Men: 20.7%  <u>Target:</u>  Women: 15%  Men: 10%</p> <p><b>5Existence of a gender-responsive and inclusive</b></p>	<p><b>Source:</b> Election Records  <b>Responsibility:</b> EC</p> <p><b>Source:</b> Tracking system  <b>Responsibility:</b> MOF</p> <p><b>Source:</b> DHS  <b>Responsibility:</b> MBS</p> <p><b>Source:</b> Policy Document  <b>Responsibility:</b> MNPHI</p>	<p><b>Output 3.1. Government's capacities at national/sub-national levels strengthened to effectively plan, finance, and implement development policies and strategies.</b></p> <p><b>Indicator 3.1.1:</b> Extent of alignment of local development plans (LDPs) with long-term national development vision (NDP) which are also gender-sensitive and results-based. [SPIRRF-1.1.1]  <u>Baseline:</u> Long term NDP and mechanism not in place; <u>Target:</u> Long-term NDP in place and LDPs are fully aligned, gender-responsive and results-based; <u>Source:</u> MNHPI and LGA; <u>Frequency:</u> Annually</p> <p><b>Indicator 3.1.2:</b> Number of financing frameworks, standards, instruments, and mechanisms developed and resourced at national/sub-national levels to mobilize public and private financing towards achieving SDGs and facilitating climate action [SPIRRF-2.1.3].  <u>Baseline:</u> National (0), Island (0); <u>Target:</u> National (1), Island (20); <u>Source:</u> MoF; <u>Frequency:</u> Annually</p> <p><b>Output 3.2. State capacities enhanced to digitalize public administration and service provision in an efficient and equitable manner</b></p> <p><b>Indicator 3.2.1:</b> Number of interventions to implement the pillars<sup>14</sup> of national digital transformation; [SPIRRF-E.1.1]  <u>Baseline:</u> 0; <u>Target:</u> 5; <u>Source:</u> UNDP, NCIT; <u>Frequency:</u> Annually</p>	<ul style="list-style-type: none"> <li>- PO</li> <li>- MNPHI</li> <li>- MoF</li> <li>- Ministry of Youth, Sports and Community Empowerment</li> <li>- MoECCT</li> <li>- NCIT</li> <li>- Ministry of Home Affairs</li> <li>- Ministry of Health</li> <li>- MFGSS</li> <li>- Attorney General's Office (AGO)</li> <li>- LGA</li> <li>- LCs</li> <li>- WDCs</li> <li>- Department of Judicial Administration (DJA)</li> <li>- Judicial Service Commission</li> <li>- National Counter Terrorism Centre</li> <li>- Elections Commission (EC)</li> <li>- Human Rights Commission of the Maldives (HRCM)</li> <li>- MBC</li> </ul>	<p><b>Regular:</b>  360,000</p> <p><b>Other:</b>  7,490,000</p>

<sup>14</sup> The five pillars of an inclusive, whole-of-society digital transformation as articulated by UNDP: Infrastructure; Government; Regulation; Business; People.

<p><b>mechanism to enhance policy coherence of sustainable development.</b></p> <p><u>Baseline:</u> No</p> <p><u>Target:</u> Yes</p> <p><b>7:Percentage of accepted UPR recommendations implemented by the Government</b></p> <p><u>Baseline:</u> 6%</p> <p><u>Target:</u> 80%</p>	<p><b>Source:</b></p> <p>Implementation</p> <p>Updates</p> <p><b>Responsibility:</b> AGO</p>	<p><b>Indicator 3.2.2:</b> Number of digital solutions for:</p> <ul style="list-style-type: none"><li>- Delivery and monitoring of public services</li><li>- Citizen engagement for monitoring</li><li>- Access to and protection of information</li><li>- Legal identity and civil registration</li></ul> <p>[SPIRRF-E.1.2]</p> <p><u>Baseline:</u> 0; <u>Target:</u> 4; <u>Source:</u> UNDP,NCIT; <u>Frequency:</u> Annually</p>	<ul style="list-style-type: none"><li>- Ombudsperson’s Office on Transitional Justice</li><li>- National Centre for Information Technology (NCIT)</li><li>- Bar Council of Maldives (BCM)</li><li>- Academia</li><li>- Faith Based Organisations</li><li>- CSOs</li><li>- WHO</li><li>- UNFPA</li><li>- UNICEF</li><li>- UNODC</li><li>- ILO</li><li>- IOM</li><li>- OHCHR</li><li>- UNWOMEN</li><li>- UNESCO</li><li>- Government of Japan</li><li>- Government of Australia</li><li>- Government of China</li><li>- Government of UK</li><li>- EU</li></ul>
		<p><b>Output 3.3. Strengthened rule of law (RoL), human rights and enhanced access to protection and justice</b></p> <p><b>Indicator 3.3.1:</b> Number of gender-sensitive policy, legal, and regulatory frameworks on RoL, business and human rights and justice developed and rolled out [SPIRRF-2.2.1]</p> <p><u>Baseline:</u>0; <u>Target:</u> 4; <u>Source:</u> DJA, BCM, AGO; <u>Frequency:</u> Annually</p> <p><b>Indicator 3.3.2:</b> Number of people receiving legal aid including vulnerable groups [SPIRRF-2.2.3]</p> <p><u>Baseline:</u> 150 (2020); <u>Target:</u> 10,000; <u>Source:</u> UNDP; <u>Frequency:</u> Quarterly</p>	
		<p><b>Output 3.4. Inclusive civic space and effective participation of citizens, especially vulnerable groups in decision-making and in enhanced social cohesion.</b></p> <p><b>Indicator 3.4.1:</b> Proportion of women contesting in local and parliamentary elections [SPIRRF-6.2.1]</p> <p><u>Baseline:</u> TBC; <u>Target:</u> 40% each; <u>Source:</u> EC; <u>Frequency:</u> Per election cycle</p> <p><b>Indicator 3.4.2:</b> Number of at-risk individuals reached through social cohesion and PVE interventions annually [SPIRRF-3.2.2]</p> <p><u>Baseline:</u> 85 (2020); <u>Target:</u> 1,000 (constituting 15% PWDs, 15% youth-at-risk, 50% women); <u>Source:</u> UNDP; <u>Frequency:</u> Annually</p>	
		<p><b>TOTAL</b></p>	
			<p>Regular: \$1,080,000</p> <p>Other: \$50,110,000</p> <p>Total: \$51,190,000</p>

## Annex 2: Programme theory of change ToC

- See Country Programme Document for Maldives:  
<https://www.undp.org/maldives/publications/country-programme-document-maldives-2022%E2%80%932026>

## Annex 3: UNSDCF 2022-2026

- United Nations Sustainable Development Cooperation Framework for Maldives (UNSDCF) 2022-2026: <https://maldives.un.org/en/150950-united-nations-sustainable-development-cooperation-framework-maldives-unsdcf-2022-2026>

## Annex 4: Document to be reviewed and consulted for both non-Vertical and Vertical Fund projects Non- Vertical Fund and Vertical Fund projects, as applicable:

- Country Programme Document (CPD) 2022-2026
- Evaluation report of Country Programme 2019

- Maldives Partnership and Communications Strategy and Action Planning (PCAP)
- Integrated Workplan (IWP) 2022, 2023
- IWP programme risk 2022, 2023
- Pipeline
- UNSDCF Maldives 2022-2026
- Country Office Gender Equality Action Plan 2023 – 2024
- Country Office internal committee arrangements
- Results Oriented Annual Report (ROAR) 2022, 2023, projects quarterly and annual progress reports and other monitoring reports such as BTOR
- Pipeline concept
- Project documents and attachments
- UNDP Social and Environmental Screening Procedure
- Project Steering Committee (PSC), project board, LPAC, Pre-PAC meeting minutes
- Contribution Agreement
- Implementing Partner Assessments
- Responsible Parties Assessments
- Inception Workshop
- AWP, quarterly progress reports, annual progress reports
- Combined Delivery Report
- HACT and Audit
- BTOR/Programme Monitoring Reports
- Project Extension Documents
- Project mid-term and final evaluation reports
- MoU, LoA, Low Value Grants
- Standards for Evaluation in the UN System
- Norms for Evaluation in the UN System
- UNEG Ethical Guidelines
- UNEG Code of Conduct for Evaluation in the UN system

Vertical Fund projects, as applicable:

- Funding Proposal
- Funded Activity Agreement (FAA)
- UNDP Project Document with all annexes
- UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
- Inception Workshop Report
- Interim Evaluation (IE) and management response to IE recommendations; mid-term evaluation reports
- Annual Workplan (AWP)
- Oversight mission reports
- Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
- Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions

- Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
- Audit reports
- Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
- Sample of project communications materials
- Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
- Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
- List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
- List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)
- Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
- List/map of project sites, highlighting suggested visits
- List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
- Project deliverables that provide documentary evidence of achievement towards project outcomes

#### Annex 5: Sample of evaluation matrix (to include in the inception report)

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/ success standard	Methods for data analysis

#### Annex 6: Outline of the evaluation report format

The final report must include, but not necessarily be limited to, the elements outlined in the quality criteria for evaluation reports. Follow the link (Page 50): [Evaluation report template and quality standards](#)

- 1) Title and opening pages
- 2) Project and evaluation information details
- 3) Table of Contents
- 4) List of Abbreviations
- 5) Executive Summary
- 6) Introduction and Background
  - Context and background
  - Description of the intervention being evaluated
  - Expect Outcomes and Deliverables of the Evaluation
- 7) Evaluation Scope and objectives
- 8) Purpose and Use of the Evaluation

- 9) Evaluation Methodology
  - Evaluation methodology and approach
  - Evaluation criteria
  - Gender Responsive Effectiveness criteria
  - Gender Marker
  - (others, as proposed by the selected evaluators)
- 10) Data Analysis
- 11) Desk Review and Findings
  - Desk Review
  - Analysis and interpretation
  - Specific findings and evidence
- 12) Recommendations
- 13) Conclusions
- 14) References
- 15) Annexes

## Annex 7: Ethical Code of Conduct for UNDP Evaluations<sup>15</sup>

### Evaluators/Consultants:

Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.

Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.

Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.

Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.

Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.

Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.

Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.

Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

### Evaluation Consultant Agreement Form

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

Name of Evaluator: \_\_\_\_\_

Name of Consultancy Organization (where relevant): \_\_\_\_\_

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

Signed at \_\_\_\_\_ (Place) on \_\_\_\_\_ (Date)

Signature: \_\_\_\_\_

## G – PROCUREMENT STRATEGY

Please provide additional information, as applicable, for the planned procurement process.

<b>Value for Money Analysis:</b>	The Consultancy is a high-level position. The number of days for this consultancy is 35 days over the period of 4 months. The average total costs can vary from USD 17,000 to USD 30,000), including traveling costs and living allowance, and based on past historical information available
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<sup>15</sup> <http://www.unevaluation.org/document/detail/2866>

	<p>for similar assignments. International experts on the Roster, daily fees can cost from USD 400-800, depending on the number of years of experience. For this assignment, the minimum year of experience required is 10 years. Based on the profiles on the roster, the daily fees cost is around USD 500-800.</p> <p>The consultant is also expected to travel to 8 islands. The related costs is also checked against UNDP DSA rates and transportation costs.</p>		
<b>Market research:</b>	Conducted	<b>Internal cost estimate:</b>	Completed
<b>Quality assurance and contract management mechanism proposed:</b>	<p>The commissioning team (UNDP team) will organize weekly meetings with the consultant throughout the contract's period. During the meeting, the commissioning team will monitor the progress of the work if it is on track as well as discuss the challenges that the consultant team may have. For the field visit activities, UNDP shall stick to strict review deadlines to ensure timely cutoffs in review process.</p>		
<b>Risk management measures proposed:</b>	<p>IC may require more time to finish deliverables due to delays in approval process. To mitigate this risk, UNDP will stick to strict review deadlines to ensure review process is completed in a time</p> <p>Possible Risk: Delays in completing field visits due to unavailability of government stakeholders</p> <p>Mitigation measures proposed: the commissioning team will ensure that the consultant coordinate with the UNDP evaluation focal point and focal point of project teams, and relevant stakeholders and partners, and plan the field visit accordingly and in a timely manner. UNDP team will support in providing contact details of the government stakeholders and Implementing Partners (IPs).</p>		
<b>Planned Evaluation committee:</b>	Vathanya Vichitlekarn, Yasmeen Rasheed, Shifaz Ahmed		

## H – APPROVALS

Project ID	Fund	Expenditure/Task Organization (department ID)	Task Number (Activity)	Award/Contract Number	Responsible party	Funding Source/Donor	Est. Budget (USD)
00113880	11309	MDV	GOE	917538	001981	000012	42,000

**Prepared by:**

<b>Name:</b>	Vathanya Vichitlekarn	<b>Designation:</b>	Planning and Monitoring Analyst
<b>Signature:</b>		<b>Date:</b>	31-Oct-23

**Cleared and approved by:**

<b>Name:</b>	Pek Chuan Gan	<b>Designation:</b>	Deputy Resident Representative
<b>Signature:</b>		<b>Date:</b>	31-Oct-23