1. Background

The United Nations Development Assistance Framework (UNDAF) for Nepal consolidates the UN System’s common strategy on how best to support development needs in the current transition context of Nepal. Drafted in close consultation with the Government of Nepal (GoN), civil society and donor representatives, the UNDAF (2008-2010) responds to national priorities that are identified in the Three-Year Interim Plan (2007-2010) of the GoN. It is guided by the goals and targets of the Millennium Declaration of 2000. Peace and development for an inclusive society are at the core of the UNDAF, which builds on the analysis of the 2007 Common Country Assessment (CCA). The UNDAF therefore is the product of collaboration between the UN Country Team (UNCT), and is driven by the needs and priorities of the Nepali people and the GoN. The four priority areas of the UNDAF are a) Consolidating Peace; b) Quality Basic Services; c) Sustainable Livelihoods; and d) Gender, Social Inclusion and Human Rights.

Considering the fragile situation of Nepal and with GoN’s approval, the UNCT decided in 2009 to extend the UNDAF’s tenure with two additional years (2011-2012), making it de-facto a five-year strategic document.

The UNCT decided to conduct an evaluation of the UNDAF in parallel to preparation of the progress report for 2010. The **UNDAF Evaluation** is an *external, independent exercise* and is aimed at generating an independent assessment of successes, challenges and lessons learned so that this can feed into the next UNDAF programming cycle.

This UNDAF evaluation will inform the process of the next Common Country Assessment (CCA) and formulation of the next UNDAF in 2011. This will further assist the process of formulating Country Programme Documents (CPDs) on time.

These **Terms of reference** set out the process, expected outcomes and scope of work for the lead International Consultant of the evaluation.

2. The UNDAF Evaluation Purposes

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2 The General Assembly has recently approved the development of common CPDs by UNCTs, the framework for which is scheduled to be issued later this year.
I. To determine the extent to which UNDAF results were achieved and to analyze the extent to which results achieved made a worthwhile contribution to national development priorities;

II. To assess the relevance, efficiency, effectiveness, impact and sustainability of UNDAF as well as to distill lessons learned that could inform how a more effective use of UNCT resources and comparative advantages could be made in the future; and

III. To guide the UNCT’s analytical contribution, the next CCA and the strategic planning of the subsequent UNDAF.

3. Scope

I. To determine the extent to which a) the UNDAF was used as a strategic guiding document for individual agency planning, in particular in their support to national development efforts; and b) the UNDAF contributed to joint programming and UN reform; this will include an assessment of the reasons why or why not;

II. To the extent possible, assess the results/impact of UNDAF implementation on the lives of vulnerable groups i.e. determine whether there is any major change in national indicators that can be reasonably attributed to or be associated with the UNDAF, notably in the realization of MDGs, national development goals as set in the Three Year Interim Plan, and the national implementation of internationally agreed commitments and UN Conventions and Treaties;

III. To assess the extent to which the UNDAF and coordination mechanism have contributed to advance a) gender equality and social inclusion, and b) Human Rights Based Approaches in UN agencies’ programming;

IV. To assess the overall quality of the UNDAF design to draw recommendations for the next cycle (2013-2017), including recommendations on aligning the next UNDAF to respond to off-track and slow-progress MDGs;

V. To assess the extent to which UNDAF TGs have been an efficient and effective means of UNDAF implementation and have influenced individual agency planning; and

VI. To distill lessons learned and prepare practical and realistic recommendations, as appropriate on all of the above, and to draw conclusions on opportunities for greater progress towards UN Reform in Nepal.
4. **Expected outputs and key questions**

I. The design and focus of the UNDAF assessed;

- To what extent was the UNDAF designed as a results-oriented, coherent, and focused framework?
- Were outcomes realistic?
- Did the design of the UNDAF results framework allow for easy monitoring?

II. The effectiveness of the UNDAF in terms of progress towards agreed UNDAF outcomes assessed;

- Which are the main factors that contributed to the realization or non-realization of the UNDAF outcomes?
- To what extent and in what ways has UNDAF contributed to achieving better synergies among the programmes of UN agencies? Has the UNDAF enhanced joint programming by agencies and/or resulted in specific joint programmes? How can UNDAF enhance joint programming by the UN agencies?
- Has UNDAF been used by UN agencies as a common programming tool for planning their activities and setting goals?
- Has UNDAF promoted effective partnerships and strategic alliances around the main UNDAF outcome areas (e.g. within Government, with national partners, donors and other external support agencies)?
- How were risks and assumptions addressed during the implementation of programmes and projects?

III. The role and relevance of the UN System’s contribution to national development goals as described in the UNDAF assessed;

- Did the UNDAF address key development issues, their underlying causes, and challenges identified by the CCA? Was the UNDAF results matrix flexible and relevant to respond to new issues and their causes as well as challenges that arose during the UNDAF cycle?
- What has been UNDAF’s relevance in contributing to the national development goals as set in the Three Year Interim Plan? To what extent did UNDAF contribute to the achievement of MDGs?
- Have the UNDAF outcomes been relevant in terms of internationally agreed goals and commitments, norms and standards to guide the work of UN agencies? (The MDGs, UN human rights treaties and resolutions, including CRC, CEDAW, 1325, 1612, 1820)
IV. The efficiency of the UNDAF as a coordination mechanism and as a framework to minimize transaction costs of the UN support assessed;

- Is the distribution of roles and responsibilities among the different UNDAF partners well defined and manifest efficient implementation of the UNDAF?

- Has the UNDAF contributed to a reduction of transaction costs for the government and for each of the UN agencies? In what ways could transaction costs be further reduced in next UNDAF cycle?

V. The results of UNDAF implementation on the lives of vulnerable groups assessed; any major change in national indicators that can be reasonably attributed to or be associated with the UNDAF determined; and the effectiveness of the UNDAF as a tool to advance gender and social inclusion issues and HRBA assessed

- To what extent and in what ways UNDAF has placed special emphasis for the realization of human rights, and promoting gender equity and social inclusion? (See separate ToR for GESI evaluation). Have new issues and their causes arisen during the UNDAF cycle been adequately addressed?

- To what extent have human rights principles and standards been effectively promoted in the UNDAF, and the human rights approach been reflected as a possible method for effectively integrating human rights concerns into the UNDAF?

- What are the positive development changes (e.g. achievement of MDGs, national development priorities, implementation of UN conventions/treaties) that can be attributed to the current UNDAF cycle, and what will be the implications of them in terms of the next UNDAF cycle?

VI. Sustainability of the results achieved and the strategies used by the Country Programmes analyzed;

- To what extent and in what ways the UNDAF contributed to enhance national capacities in government, civil society and NGOs? Do UNDAF and Country Programmes promote ownership of programmes by the national partners?

- To what extent are the Country Programmes and projects of individual agencies integrated with national processes, systems and programmes? What are the opportunities and risks of sustainability of the Country Programmes?

- How has UNDAF contributed to sustainability of results of Country Programmes and projects of individual UN agencies?

- Does the UNDAF include strategies to ensure sustainability? What are the opportunities and risks to the sustainability of UNDAF?
VII. The functioning of the UNDAF Theme Groups (TGs) as an UNDAF implementation mechanism assessed.

VIII. Recommendations on all of the above

5. Process
The official exercise to conduct the UNDAF evaluation will begin in November following the approval of these Terms of Reference by the UNCT.

A group of three independent consultants (an international team leader & two national consultants) will carry out the UNDAF evaluation and prepare a report for the UNDAF Steering Committee. The UN agencies, UNDAF TGs and relevant GoN counterparts, including the NPC will provide necessary support required by the consultants to carry out planned activities and prepare an evaluation report. The team conducting the UNDAF Evaluation will work in close cooperation with the consultant carrying out the UNDAF Progress Report and may attend the meetings/discussions convened with regard to the UNDAF Progress Report but will make an impartial judgment/analysis. The evaluation results will be validated with national partners and stakeholders, and fed into the development of the next CCA and UNDAF. An international thematic consultant will be hired under separate Terms of Reference to look at aspects of Gender Equality and Social Inclusion (GESI) in the UNDAF Evaluation. The team leader will work in close cooperation with the GESI consultant.

6. Proposed methodology and activity framework
UNDAF outcomes and impact will be assessed through open and structured discussions with key stakeholders, and through a comprehensive review of documents, a synthesis and analysis of data from UNDAF annual reports, completed mid-term programme reviews and regular programme monitoring of individual agencies. The discussions will also involve key stakeholders in the field, and the RCHCO Field Offices will assist the consultants in preparing and facilitating discussions at the field level.

The evaluation report will be discussed at the UNDAF steering committee, which will then approve the document.

7. Deliverables
   a. After 1 week: Draft annotated outline of report
   b. After 4 weeks: Draft report for consultation with the UNDAF Steering Committee
   c. After 5 weeks: Final Draft UNDAF Evaluation Report presented to the UNDAF Steering Committee

3 An inter-ministerial UNDAF Steering Committee for the preparation and endorsement of the evaluation report will be established and will be chaired by a Member of the NPC.
d. After 6 weeks: Final UNDAF Evaluation Report

8. Competencies

Core Values and Ethics
- Demonstrate cultural sensitivity and able to work in a multi-cultural environment
- Support the organizations corporate goals and values
- Comply with UN rules and regulations and code of conduct
- Demonstrates a high degree of integrity

Teamwork:
- Builds effective client relationships and partnerships
- Interacts at all levels of staff/organization
- Excellent interpersonal skills
- Building and sharing knowledge
- Provides guidance and support to others
- Makes valuable practice contributions to the unit and the office

Communication:
- Excellent oral and written skills
- Listens actively and responds effectively

Task Management:
- Plans, prioritizes and delivers a variety of tasks on time
- Exercises sound judgment/analysis
- Develops creative solutions and risk management solutions

Learning:
- Promotes a learning environment in the office
- Provides constructive feedback and coaching for others

Leadership:
- Able to plan and manage the overall work of the Progress Report at a senior management level
- Able to lead a small team of national consultants

9. Required Skills and Experience

Education:
- Masters degree in international relations, political science, international development or a related subject.

Experience:
- Minimum 10 years experience in evaluation in fragile states/post-conflict settings
• Previous experience in conducting UNDAF evaluations.
• Previous experience in leading a small team of international & national consultants.
• Previous experience working in Nepal is highly desirable.
• Experience in M&E systems and joint programmes within the UN an advantage.
• Knowledge and experience of UN Reform.
• Willing to undertake short trips to the field.

Language Requirements:
• Fluency in written and spoken English is essential

10. **Contract duration:**

6 weeks (in-country)
Annex I

1. Coordination mechanism chart for preparation of UNDAF progress report and evaluation.
**ANNEX I**

**NEPAL – Coordination mechanism for preparation of UNDAF Evaluation Report**

**Steering Committee**
- Chairs: Related Member of the NPC + UN Resident & Humanitarian Coordinator
- Members: Related GoN entities & NPC M & E division
  - NPC to coordinate GoN Counterpart
  - UNDAF TGs Co-Chairs: Senior Focal Points of the Co-Chairs
  - Other members of UNCT & UN RCHCO

**The consultants to prepare UNDAF Progress Report & Evaluation Report**
- UNCT M & E Team: Provides quality assurance to UNDAF Progress and Evaluation Report
- Consultants: Prepare the UNDAF Progress Report & Evaluation Report
- M&E Team: Provides quality assurance to UNDAF Progress and Evaluation Report
- Outcome TGs: Preliminary Data/Information Collection and provide consolidated inputs to the consultant for preparation of the progress report.
  - Provide information to the consultant for UNDAF evaluation.
- UN RCHCO manages the overall process to prepare UNDAF Progress and Evaluation Process. It will publish both reports as two chapters of one document.