regard. Outcome evaluations also help to identify underlying factors affecting the situation, highlight
outcomes and associated programs, and projects.

Background and Context

I. Introduction

<table>
<thead>
<tr>
<th>Location/Duty Station</th>
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<tbody>
<tr>
<td>25 - 30 Days</td>
<td></td>
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<tr>
<td>August 2016</td>
<td></td>
</tr>
<tr>
<td>September 2016</td>
<td></td>
</tr>
<tr>
<td>Language Required</td>
<td>: English</td>
</tr>
<tr>
<td>Type of Contract</td>
<td>: Individual</td>
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</tbody>
</table>

Midterm Evaluation of Country Program Outcomes

Terms of Reference

United Nations Development Programmes
The Post-2015 development agenda is ranked among the lower HDI countries in the world, at 0.478. This means that, while the Human Development Index (HDI) is similar to the Human Poverty Index (HPI), the proportion of people living in poverty is high. This highlights the need for improved HDI performance in the education, health, and poverty-related MDGs.

The environment of the MDGs reflects a mixed scenario. The country faces multiple pressures on the environment, and the business and trade sector is challenged to ensure sustainable development. The need to maintain high economic growth and stability for business and trade is evident. The NSDP emphasizes the need to maintain high economic growth and stability for business and trade, as well as some economic weaknesses and weaknesses in manufacturing and agriculture. This was due to the slow pace of economic recovery in the region, as well as some economic weaknesses and economic instability.

The Nation Strategic Development Plan (2013-2017) and Millennium Development Goals (MDGs) are critical to the country's development. The NSDP sets the following strategic priorities (pillars) to reduce poverty and achieve sustainable development:

1. Reduce poverty, hunger, and deprivation
2. Promote peace, democracy, governance, and build institutional frameworks
3. Promote environmental protection, land use, and conservation
4. Improve health, maternal and child health, and education
5. Develop key infrastructure and utilities
6. Promote a diversified economic base
7. Promote peace, governance, and build institutional frameworks
8. Promote environmental protection, land use, and conservation
9. Improve health, maternal and child health, and education
10. Develop key infrastructure and utilities
11. Promote a diversified economic base
<table>
<thead>
<tr>
<th>UNDP Strategic Areas</th>
<th>NSDP Pillar</th>
<th>CDP/LND.AP Outcome</th>
<th>UNDP Pillar 5: Relevance</th>
<th>NSDP Pillar</th>
<th>Acceleration Focus Area 2: Sound Environment and Smarter Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>prosperity, growth and inclusive transformation</td>
<td>NSDP Pillar I: Progress Initiated</td>
<td>By 2017, public and private investments increased in the rural and urban areas</td>
<td>By 2017, least shocks and climate change</td>
<td>Sustainable Development for Environment and Disaster Risk Reduction</td>
<td>By 2017, Least shocks and climate change</td>
</tr>
<tr>
<td>UNDP Outcome</td>
<td>NSDP Pillar 5: Relevance</td>
<td>NSDP Pillar</td>
<td></td>
<td>NSDP Pillar</td>
<td></td>
</tr>
</tbody>
</table>

1.3. Program Overview

Crisis poses implications for agricultural productivity, livelihoods and food security. The country, exposed to climate change and other shocks, faces significant challenges in the food system, including droughts, floods, and desertification. Despite these challenges, the country has made significant progress in food security and agricultural productivity. The government has implemented policies to enhance food security and productivity, particularly in rural areas, through investments in infrastructure and agricultural technologies.

The Least Developed Countries Fund (LDCF) provides financial support to Least Developed Countries, including Lesotho, to address the challenges of poverty, inequality, and vulnerability to climate change. Lesotho has successfully received two grants from the LDCF, totaling over $50 million.

Lesotho has also made considerable progress in improving governance and public service delivery. The country has implemented a number of reforms to strengthen public institutions and improve service delivery, including the introduction of the National Development Program (NDP) in 2015.

Under the UNDP’s guidance, the NDP has focused on developing human capital, improving governance, and fostering inclusive growth. The UNDP has worked closely with the government to identify and address the most pressing challenges facing the country, including poverty, inequality, and environmental degradation.

The UNDP has also supported Lesotho in developing a strategy to improve public service delivery, focusing on areas such as education, health, and water and sanitation. The strategy aims to improve the quality of services provided to citizens, particularly in rural areas.

Despite these efforts, Lesotho remains a challenge for governance, and the government faces significant obstacles in implementing policies to improve public service delivery. However, with continued support from the UNDP and other international partners, Lesotho is making progress in achieving its development goals.

The UNDP’s program in Lesotho is aligned with the global agenda on sustainable development, focusing on poverty eradication, hunger, and access to basic services. The program is also guided by the 2030 Agenda for Sustainable Development, which sets the global development agenda for the next 15 years.
Millennium Development Goals.

Empowering youth for development (2011 - 2014) was aimed at building the

Intersected Economic Development Project (2014 - 2017) was a UNDP Program

Economic Growth and Development (2012 - 2015) was initiated under the

Support to Financial Inclusion in Lesotho (2012 - 2014) was aimed at supporting

Implementation of the following projects:

- Economic participation in government processes and accelerated progress towards attainment of
- Human development and poverty reduction
- Gender, nutrition, and health
- Eradicating hunger
- Promoting economic development and growth

Outcome 1: Focus Area 1: Acceleration of Inclusive Growth (Employment Generation)

Program as follows:

The outcomes to be evaluated are based on the three (3) strategic focus areas of the country:

1.1. Outcome Description

1.4. Outcome to be evaluated:

- Resolution of conflict
- Access to justice and peace
- Protection of human rights and access to all citizens practicing the
- SDGs Pillar 6: Peace, security, and inclusive institutions

Effective institutions
- Democratic governance and
- Accountability

United Nations Development Programme
During the high-risk post-election period, the Electoral Commission (EC) and the Electoral Process Review and Reform through support to the Independent Electoral and Boundaries Commission, national reforms (e.g., Management of Conflict) and the strengthening of the 2012 elections.

A four-year project aimed at strengthening national and sub-national institutions for ensuring social peace, enhancing civic engagement, and promoting resolution of conflict.

Outcome: By 2017, National and Local Governance structures deliver quality and accessible services to all citizens, respecting the protection of human rights, and access to justice and accountability.

Focus Area 2: Good Governance and Accountability Institutions

(3) Focus Area 3: Good Governance and Accountability

National and sub-national land use planning and decision-making processes. The project will support the integration of climate change adaptation into national and sub-national land use planning and decision-making processes.

Reducing vulnerability from climate change in flood-prone, low-lying areas of Sodwa and Senua.

(4) Focus Area 4: Climate Change and Poverty Reduction Strategies

Biodiversity conservation, food security, and poverty reduction strategies for sustainable land use in support of national and sub-national land use planning and decision-making processes.

Following projects were implemented:

1. Lethosa Assess Environmental Management for Sustainable Land Management (LSTM) (2009-2014): The objective of the LSTM Project was to enhance governance, environmental management, and natural resources management in Lethosa.

2. Lethosa Low-Carbon Climate Resilient Economy and Society, Sustaining Natural Resources to Secure Development.

Outcome: By 2017 Lethosa adopts environmental management practices that promote a low-carbon climate-resilient economy and society, sustains natural resources to secure development.
Lesotho and eath poli support project (2015). The objective of the project is to support and promote the building of a conducive environment, giving rise to the acceptance of the results, as well as addressing long-term structural, legislative and capacity issues to create a conducive environment for future elections.

Consolidation of Democracy and Good Governance in Lesotho (CDGG) 2009 - 2014. A five-year programme jointly funded by the Government of Ireland, the United Nations Development Programme (UNDP) and the United Nations Development Fund (UNCDF) designed to build on the then existing multi-donor support with the main purpose being to institutionalize and deepen the existing multi-donor support whose main purpose was to institutionalize and deepen democracy and good governance. The project was to institutionalize and deepen democracy and good governance through improved electoral processes, effective functioning of government, enhanced promotion and protection of human rights.

Deepening Decentralization Program (DDP) (2012 - 2017). DDP is a multi-stakeholder programme whose overarching purpose is to promote decentralized governance through the development of stronger and more accountable local government and communities. The project is jointly funded by the Government of Lesotho (GoL), through the Ministry of Local Government and Chieftainship, the European Union (EU), United Nations Capital Development Fund (UNCDF) and United Nations Development Programme (UNDP).

1.4.2 Other Evaluations

This outcome evaluation is expected to provide comprehensive information about the performance of UNDP at project level, to support programming and implementation of the projects, to address decolonization of services and to deliver on local capacities and accountability. The project is to provide a comprehensive overview of the performance of UNDP at project level, to also reflect achievements and relevance of projects, to also ensure quality and credible results. The evaluation should also be able to assess the linkages with development partners, stakeholders, agencies, local government and local environment.

1. End of Project Evaluation for Support to Financial Inclusion in Lesotho (By UNDP and UNCDF).
2. Terminal Evaluation of the Capacity Building and Knowledge Management Project (By UNDP and UNCDF).
3. Mid-Term Evaluation of the Deepening Decentralization Programme (By UNDP and UNCDF).
United Nations Development Programme

2. Evaluation Purpose

UNDP commissions outcome evaluations to capture and demonstrate evaluative evidence of its contributions to development results at the country level as articulated in both the UN Development Assistance Framework (UNDAF) and UNDP country programme documents (CPDs). These evaluations are carried out within the overall provisions contained in the UNDP Evaluation Policy.

This evaluation is undertaken as part of the UNDP programme management requirements to assess the UNDP contribution towards outcome achievements, impact and role played across different projects and partnerships. Evaluations are expected to provide feedback to improve the UNDP programming, policy and strategy. As a complement to the projects evaluations, the outcome evaluation is expected to further provide evidence for accountability of programs and resources invested, guide performance improvement of partnership strategies, impediments to outcome achievements, and lessons for the next programming cycle.

Specifically, the evaluation will assess UNDP and implementing Partners to establish the following:

- The extent to which the planned and related objectives, outcomes and results of the programme have been or are being achieved;
- The relevance, efficiency and effectiveness of the program in achieving its objectives, outcomes and results;
- The extent to which the planned and related objectives, outcomes and results of the programme have been or are being achieved;
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United Nations Development Programme

Environmental Management for Sustainable Development and Good Governance and Accountability

Relevance:

Criteria for relevance, efficiency, effectiveness and sustainability.

The outcome evaluation seeks to answer the following questions focused around the evaluation:

1. Evaluation Criteria and Questions

   - What extent has UNDP’s selected method of delivery been appropriate to the development context?
   - What extent is UNDP’s engagement in governance support a reflection of strategic considerations, including UNDP’s role in the particular development context in Lesotho and its contribution to the achievement of national development priorities?
   - What extent has UNDP’s implementation of its programme affected national frameworks and strategies for sustainable development and good governance?
   - What is the extent of UNDP’s influence on national debates on accrualisation of inclusive growth, sound public finances and accountable governance?

Context:

To what extent has UNDP’s selected method of delivery been appropriate to the development context?

Implementation:

To what extent is UNDP’s engagement in governance support a reflection of strategic considerations, including UNDP’s role in the particular development context in Lesotho and its contribution to the achievement of national development priorities?

3.4. Timeframe

The evaluation will cover the period consisting of the programme implementation period from 2013 - 2017. The results will be used to refine implementation strategies and policies in the context of the next UNDP Country Programme and the next UNDP/ADF/both scheduled to start in 2017.

The outcome evaluation will be conducted during the months of July and August 2016 with a view to:

3.2. Scope

- Identify priority areas of focus for future programming.
- Identify strengths and weaknesses in the current Programme/Projects in respect of the stand.
- Propose better ways of coordinating donor interventions in the sector.
- Evaluate lessons and best practices for similar interventions.
- Learn from UNDP’s governance support to Lesotho.
- The progress to date under these activities and what can be derived in terms of lessons.
- How programmes made towards achieving programme outcomes through specific programmes and projects.
- How programmes and strategies that UNDP has devised for its support and implementation of programmes across recognition of inclusive growth, sound environmental management for sustainable development and good governance and accountable institutions.
- The relevance, strategic positioning of UNDP support to Lesotho in each of the Country.
Interactions are sustainable?

What is the likelihood that UNDP's acceleration of inclusive growth, sound environmental management for sustainable development, and good governance and accountable institutions are sustainable?

Were alternative approaches considered in designing the project?

Programs are managed efficiently and effectively?

Were the monitoring and evaluation systems that UNDP has in place helping to ensure that programs were strategically and execution in these are seen efficient and cost effective?

Was UNDP strategic and execution in these areas seen efficient and cost effective?

Community (political stability, voice, etc.)?

What planned outcomes have they sufficiently contributed to the political and development objectives of the country or region?

Are UNDP approaches, resources, models, conceptual frameworks relevant to achieve the intended outcomes?

Efficiency

What contributing factors and implications enhance or impede UNDP performance in this area?

Institutional support to national and local governments in LODS?

How effective has UNDP been in promoting acceleration of inclusive growth, sound environmental management for sustainable development and good governance and accountable institutions in LODS?

Promote the acceleration of inclusive growth, sound environmental management for sustainable development, and good governance and accountable institutions in LODS through a strong private sector and effective public management?

How effective has UNDP been in promoting acceleration of inclusive growth, sound environmental management for sustainable development, and good governance and accountable institutions in LODS?

Result?

Institutional support to national and local governments in LODS?

Has UNDP been effective in helping improve the quality of inclusive growth, sound environmental management for sustainable development, and good governance and accountable institutions in LODS?

Has UNDP been effective in helping improve the quality of inclusive growth, sound environmental management for sustainable development, and good governance and accountable institutions in LODS?

What evidence is there that UNDP support has contributed to progress in LODS?

Efficiency

Institutional support to national and local governments in LODS?

Has UNDP been effective in helping improve the quality of inclusive growth, sound environmental management for sustainable development, and good governance and accountable institutions in LODS?

Has UNDP been effective in helping improve the quality of inclusive growth, sound environmental management for sustainable development, and good governance and accountable institutions in LODS?

What evidence is there that UNDP support has contributed to progress in LODS?

Efficiency

Institutional support to national and local governments in LODS?

Has UNDP been effective in helping improve the quality of inclusive growth, sound environmental management for sustainable development, and good governance and accountable institutions in LODS?

Has UNDP been effective in helping improve the quality of inclusive growth, sound environmental management for sustainable development, and good governance and accountable institutions in LODS?

What evidence is there that UNDP support has contributed to progress in LODS?
UNDP results in this area of support as well as recommendations on how the UNDP Lesotho Country
Based on the above analysis, the evaluators are expected to provide overarching conclusions on
Annual Reports (ARs) during the period 2013 - 2015. Information collected should be shared again data from the UNDP country office, results-oriented
supported promoted positive changes in gender equality? Where there are any unmet needs or effects?
management for sustainable development and good governance and accountable institutions
To what extent has UNDP acceleration of inclusive growth, sound environmental
and good governance and accountable institutions project? Is gender mainstreaming of
projects representations of reality (focus should be placed on gender markers 5 and 3 projects)
To what extent has gender been addressed in the design, implementation and monitoring of

Gender Equality

Accountable Institutions

Sound Environmental Management for Sustainable Development and Good Governance and
and meaningful groups benefited from UNDP work in support of acceleration of inclusive growth,
To what extent have poor individuals and tribal peoples, women and other disadvantaged

Human Rights

Implementation and monitoring have taken the following cross cutting issues into consideration:
The evaluation should also include an assessment of the extent to which programme design:
Sustainable development and good governance and accountable institutions in the region?

How effective has UNDP been in partnering with civil society (where applicable) and the
private sector to promote acceleration of inclusive growth, sound environmental management for
and good governance and accountable institutions initiatives?

Has UNDP worked effectively with other international and national partners to deliver on
how have partnerships affected the progress towards achieving the objectives?

Partnership Strategy

Term sustainability

What changes should be made in the current set of partnerships in order to promote long
and civil society in improving service delivery over the long term?
how should the three partnership be enhanced to support central authorities, local communities
sustainable partnerships through these institutions?

What mechanisms have been set in place by UNDP to support the government of Lesotho to

United Nations Development Programme
The Inception report is expected to outline evaluation understanding of the
Inception report containing the proposed theory of change for UNDP work on governance in
each the following products are expected to be delivered by the consultant:
The evaluation will be carried out by an external team of evaluators for each of the outcomes.

5. Methodology

Lessons for UNDP support in Lesotho and elsewhere based on this analysis.

Office could adjust its programming partnership arrangements, resource mobilization strategies,

II

Evaluation products/deliverables

Consultation and delivering meaningful

Guidelines and participatory techniques for fact-finding and analysis of data

Feld visits to selected sites

Interviews and focus group discussions with partners and stakeholders

Discussion with senior management and programmatic staff

Situation profile documents, project reports and other evaluation reports

Desk review of relevant documents such as the study findings to the country context and

and technical papers, stakeholder interviews, focus groups, surveys and site visits.

Evidence obtained and used to assess the results of UNDP support should be translated from a

and carefully development strategies and techniques

a theory of change for the outcomes, based on these observations and anticipated results.

The outcomes are expected to constitute

The evaluation is expected to take a „theory of change” (TOC) approach to determining causal links

Inception report. One week after contract signing, the evaluation manager will produce an

Evaluation findings will be carried out by an external team of evaluators for each of the outcomes.

United Nations Development Programme
Final Evaluation Report. The report will take into consideration all comments and inputs of the Evaluation Committee and make appropriate recommendations.

- Evaluation of the Evaluation Committee.

- Presentation of the Evaluation Workshop with key stakeholders.

- Evaluation of the Evaluation Report. The documentation should produce three independent reports for each section addressed in revisions to the Final Report.

- Advisory Committee and will be approved by the Evaluation Manager.

- The Evaluation Committee will be disbursed and agreed with the UNDP country office before the evaluation process.

- The evaluation report should be developed for different stakeholders and priorities.

- The evaluation report should deal with the specific thematic areas and identify the proposed outcome areas.

- Proposal of feasible, realistic, sustainable, and deliverable, and propose specific, clear and well-defined, and specific times, and specific timeframes. For each thematic area, the proposed outcome areas will include the proposed data, sources, and stakeholders will determine the specific steps, timelines, and well-defined proposals.

- Proposal of the evaluation questions will be answered, and proposed methodologies and specific timelines.
Education: Advanced University Degree in Development Management, Social Sciences, Economics

- Finalize the annual evaluation report and submit to UNDP.
- Lead the preparation of draft findings in the stakeholder workshop.
- Draft and present the draft and final evaluation reports.
- Present evaluation findings.
- Evaluation described above.

- Conduct an analysis of the outcome, outputs and partnerships strategy (as per scope of the evaluation).
- Responsible within the evaluation team.
- Suggest and hand agreement with the evaluation specialist on the division of tasks and responsibilities within the evaluation team.
- Decide the division of labour within the evaluation team.
- Collection and analysis of detailed evaluation scope and methodology (including the methods for data collection).
- Lead and manage the evaluation missions.

Specifically, the evaluation team leader will perform the following tasks:

- Developmental, economic growth, poverty reduction/sustainable livelihoods and results-based development.
- Economic growth, poverty reduction/sustainable livelihoods and results-based development.
- The evaluation team leader will have an overall responsibility for the quality and timely submission of the evaluation report to the UNDP.
- The evaluation team leader will be responsible for the overall coordination of the evaluation team.
- The evaluation team leader will be responsible for the overall coordination of the evaluation team.

Under Program Overview:

Information on any of the projects contributing to the outcomes being evaluated as listed.

Members of the evaluation team must not have been associated with the formulation and implementation of the projects.

Focus Area 1: National Consultant
Focus Area 2: National Consultant
Focus Area 3: National Consultant

Assignment:

An international consultant, who will also act as a team leader for the evaluation team, is responsible for the evaluation of the project.

Annexes:

- Recommendations
- Lessons Learned

United Nations Development Programme
of accommodation for tickets and other travel expenses.

The consultants may be required to undertake missions related to the evaluation of key areas of the UNDP's projects and programmes. UNDP will arrange these missions and apply UNDP standard rates.

Language: fluency in spoken and written English. Knowledge of Spanish will be an asset.

Experience:

Human Rights, Governance, Political Science, Law or related fields.

Education: Advanced University Degree in Statistics, Social Sciences, Sustainable Development.

Support the Evaluation Team Leader in all evaluation work, including the preparation of evaluation reports and evaluation matrices, and in the development and implementation of evaluation strategies and methods. Participate in the design of the evaluation methodology, including the selection and development of evaluation matrices and matrices. Develop and maintain matrices and matrices.

The Evaluation matrix will include the following areas:

- Sustainable Development and Governance
- Political and Institutional
- Economic Development
- Social Development
- Environmental Development
- Human Rights
- Governance
- Political

Language: Fluency in spoken and written English.
The following table provides an indicative breakdown of activities and deliverables:

**Proposed Time Frame:** The consultancy will be taken over a period of 25 working days. The

### II. Cost

<table>
<thead>
<tr>
<th>Advisory Committee</th>
<th>4 days</th>
<th>Proposal of Final Report</th>
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<tbody>
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<td>Evaluation Team</td>
<td>2 days</td>
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</table>

<table>
<thead>
<tr>
<th>Advisory Committee Meeting and Review of Draft Report</th>
<th>1 Day</th>
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<tbody>
<tr>
<td>Evaluation Team</td>
<td>5 Days</td>
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<tr>
<td>Field Work</td>
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<tr>
<td>Proposal and Review of Inception Report</td>
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<td>Presentation and Review of Inception Report</td>
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<td>Presentation Schedule</td>
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<td>Review of Terms of Reference</td>
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<tr>
<td>Review of Terms of Reference</td>
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<td>Programme of Evaluations</td>
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### Activity Responsible

<table>
<thead>
<tr>
<th>EM, Evaluation Team</th>
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<th>EM, Evaluation Team</th>
<th>1 Day</th>
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<tbody>
<tr>
<td>Advisory Committee</td>
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</table>

#### Proposed Time Frame

**To O. Time Frame and Evaluation Work:**

- The consultancy will be taken over a period of 25 working days. The activities will be included in the Inception report and associated costs will be included in the Inception report. The consultancy will be provided with some logistic support during the evaluation for instance...

#### Performance, Effectiveness, Efficiency and Sustainability:

- The evaluation will use a system of linking indicators and assessing proposed by the evaluators in the evaluation.

- The Quality Assurance Team: The quality assurance team is external to the evaluation...

- The Regional Evaluation Advisers at the Regional Bureau and Regional Service Centre. They will critically review the documents and provide advice on the evaluation.

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United Nations Development Programme
that remain unaddressed.

The Evaluation Team Leader will provide a detailed rationale to the advisory panel for any component evaluation team is required to address all components of the Panel, complete and comprehensive. The panel will then revise the report and the draft evaluation report to provide a detailed and comprehensive report and presentation. The Evaluation Team Leader will provide the evaluation report to the Office of the Advisor, and present the report to the UNDP or other relevant UN bodies. The Advisory Board will decide whether to endorse the evaluation report.

The UNDP Advisory Group: A five-member advisory group comprising of key stakeholders from the Ministry of Development Planning, UNDP, financial institutions, and donors will work closely with the evaluation team on the development of the strategic plan and the overall implementation of the UNDP.

The UNDP Evaluation Manager: The UNDP Evaluation Manager is ultimately responsible and accountable for the implementation of the evaluation process and products under the leadership of the UNDP Deputy Resident Representative. The Evaluation Manager will be assisted and will be responsible for ensuring that the evaluation team is dedicated to the evaluation work, and will be responsible for ensuring the quality and accuracy of the evaluation report. The UNDP Evaluation Manager will also be responsible for ensuring that the evaluation team is dedicated to the evaluation work, and will be responsible for ensuring the quality and accuracy of the evaluation report.
**II. Cost**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Proposed Time Frame</th>
<th>Responsible Team</th>
<th>Evaluation Team</th>
<th>4 Days</th>
<th>Proposal of Final Report</th>
<th>Comments</th>
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<td>Committee</td>
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<td>Initial Draft of Evaluation Report</td>
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<td>Field Work</td>
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<td>Committee Group</td>
<td>1 Day</td>
<td>Revisions of Terms of Reference and</td>
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**Evaluation Team** The consultant will be taken over a period of 25 working days.

**10. Time Frame and Evaluation Work**

Proposed Time Frame: The consultant will be taken over a period of 25 working days. The report and agreed with the County office.

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1. The consultant will be taken over a period of 25 working days. The report and agreed with the County office.

2. The consultant will be taken over a period of 25 working days. The report and agreed with the County office.

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22. The consultant will be taken over a period of 25 working days. The report and agreed with the County office.

23. The consultant will be taken over a period of 25 working days. The report and agreed with the County office.

24. The consultant will be taken over a period of 25 working days. The report and agreed with the County office.

25. The consultant will be taken over a period of 25 working days. The report and agreed with the County office.
The offer should be all inclusive, with all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred should already be factored into the final amounts submitted in the proposal.

**Lump Sum Amount** – the quoted price should be closely linked to the deliverables. All breakdowns should be provided on the quoted sums per deliverable.

For application, interested consultants are invited to submit the following, with indication on Focus Area for application:

- **Lump Sum Amount**
- **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate
- **Technical Proposal**, indicating why the individual considers him/herself as the most suitable for the assignment, and a methodology on how they will approach and complete the assignment.
- **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided

Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following payment schedule:

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<tbody>
<tr>
<td>20%</td>
<td>60%</td>
<td>20%</td>
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12. **Approval**

This TOR is approved by:

Name and Position: Ms. Christy Ahenkorah

Deputy Resident Representative

Signature

Date of Signing: 8.6.16
### Annex 1: Intervention Results Framework and Theory of Change

#### United Nations Development Programme

<table>
<thead>
<tr>
<th>OUTCOMES</th>
<th>TARGET(S)</th>
<th>INDICATOR(S), BASELINES AND INTERNAL PROGRAMME</th>
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<tr>
<th>UNDER CONTRIBUTION</th>
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<table>
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<tr>
<th>OUTCOMES AND INFORMATION</th>
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**Note:** The table and information above reflect the framework and theory of change for the United Nations Development Programme. Further details and specific indicators are required for a comprehensive understanding.
<table>
<thead>
<tr>
<th>OUTCOME AND INDICATOR</th>
<th>UNDP CONTRIBUTION</th>
<th>INDICATIVE PROGRAMME</th>
<th>BASELINES AND INDICATORS</th>
<th>TARGET(S)</th>
<th>OUTPUTS</th>
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</thead>
<tbody>
<tr>
<td>Service coordination across public and private sectors</td>
<td>Strengthened institutional frameworks</td>
<td>Improved access to justice and peace</td>
<td>Baseline: some elements in place</td>
<td>An early warning system operational</td>
<td>No early warning system in place</td>
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</table>
United Nations Development Programme

Annex 2 - List of Key Stakeholders and Partners

Serumla Development Agency
Ministry of Forestry
The Royal Palace
Depot of Meteorology
Ministry of Energy
Central Bank of Lesotho
Ministry of Finance
Ministry of Gender and Youth, Sports and Recreation
MISA Lesotho
Christian Council of Lesotho
Transformation Resource Centre
Lesotho Council of NGOs
Directorate on Corruption and Economic Offences
Ministry of Law and Constitutional Affairs and Human Rights (Human Rights Unit)
Independent Electoral Commission
Senate
National Assembly
Ministry of Local Government and Chieftainship Affairs
Ministry of Development Planning
Annex 3 - List of Documents to be Consulted

United Nations Development Programme
<table>
<thead>
<tr>
<th>Data Analysis</th>
<th>Standard Success Indicators</th>
<th>Methods/Tools</th>
<th>Data Collection Sources</th>
<th>Sub-Questions</th>
<th>Policy Questions</th>
<th>Key Evaluation Criteria</th>
<th>Relevant Evaluation Matrix</th>
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</thead>
</table>

Annex 4 - Sample Evaluation Matrix