



UNDP COUNTRY
PROGRAMME EVALUATION
LAO PEOPLE'S DEMOCRATIC
REPUBLIC

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1. Assignment Information

Title	The evaluation of the UNDP Country Programme for the Lao People's Democratic Republic (2017-2021)
Purpose	This term of reference (TOR) is designed to guide the evaluation of the 2017-2021 Country Programme Document (CPD) of UNDP Lao PDR and a Thematic Evaluation of UNDP's engagement in the Governance Sector
Location/Country	Lao People's Democratic Republic
Region	Asia and Pacific
Application categories	<ol style="list-style-type: none">1. An individual international consultant (Team leader) to undertake the evaluation of the CPD2. An individual international consultant to cover the theme of governance3. An individual national consultant (Team member) to partner with the international consultants to undertake the CDP evaluation
Duration	Start date: late June 2020 Complete date: No later than December 2020

1. Introduction

The Lao People's Democratic Republic (Lao PDR) has made an impressive progress in social and economic development. However, the COVID-19 pandemic is putting some of these gains into question. Lao PDR is a landlocked country with an estimated population of 7.1 million. The country achieved its Millennium Development Goal targets on poverty, hunger reduction and access to safe water and sanitation. Significant challenges remain including food insecurity and nutrition, high maternal mortality rate, low educational completion rate at all levels with a wide gender gap and weak enforcement. Little progress has been made in improving environmental sustainability, reversing forest loss and clearing land contaminated by unexploded ordnance (UXO).

UNDP supports the Government and communities to meet the national development goals. The UNDP CPD 2017-2021 was formulated in consultation with the Government and other stakeholders to support the implementation of the 8th NSEDP (2016-2020), Sustainable Development Goals including a local Goal 18 on UXO, and achievement of the LDC graduation. The UNDP supports and works with the Government and partners in three major thematic areas (a) acceleration of human development through promotion of inclusiveness and reduction of inequalities; (b) promotion of sustainable management of natural resources and building resilience; and (c) improvement of governance capacity to formulate and implement high-quality public policies. The main partner for UNDP is the Ministry of Planning and Investment.

The current CPD 2017-2021 aligns with the United National Partnership Framework (UNPF). Both CPD and UNPF will come to the end in 2021. In conjunction with this, the Government of Lao PDR is formulating the 9th NSEDP in 2020 and expects to launch the national plan in early 2021. This evaluation of the CPD is commissioned to generate evidence and knowledge about the ongoing programme and help to guide UNDP's programming in the future. The evaluation will assist UNDP and national partners to learn from past experience and better understand what types of development support work well, not work well, and in what context. The evaluation results will be used to inform the decision-making, course correction and development of the new CPD in 2021. The primary audiences of this evaluation are national and subnational government institutions, UNDP Executive Board, UNDP, the UN Country Team, donors and development stakeholders. Secondary audiences are but not limited to academia, researchers, civil-society organizations and communities.

2. UNDP's current programme¹

UNDP's country programme focuses on three outcomes, namely i) inclusive growth and reduced inequality; ii) building resilience and environmental sustainability and natural resources; and iii) capable and more responsive governance. Throughout its programming, UNDP focuses on prioritizing those who are affected by and vulnerable to poverty, especially rural communities, as well as youth (particularly young women) for skills development and access to justice and public services. UNDP aims to also increasingly serve as a policy advisor and knowledge broker, facilitating South-South and triangular cooperation, particularly among ASEAN countries.

Inclusive Growth: Within the inclusive growth portfolio, the programme focuses on strengthening government capacity for the clearance of unexploded ordnance (UXO) through the National Unexploded Ordnance Programme (UXO Lao) and the UXO sector through support to the National Regulatory Authority for the UXO/Mine Action Sector in Lao PDR. UNDP also supports the government to localize the SDGs and implement the 8th NSEDP. UNDP interventions target poverty reduction and livelihoods, in order to achieve Lao PDR's goal of non-LDC status, and support government for this transition.

Environment and Natural resources: There are three priority areas in the environment portfolio: developing national development planning capacities which recognize and address links between environmental degradation and poverty, strengthening climate change response, and improving environmental governance and community-based natural resource management. Projects include a multi-year GEF project on sustainable forest and land management, as well as projects supporting disaster and climate risk management, flood response, and other related activities.

Governance: UNDP's work in governance focuses on support to public administration reform for improved access to social services, strengthen access to justice, and enhanced public participation in government decision-making. The governance portfolio includes support to the national government and the legal sector (rule of law, domesticating and implementing international standards, and justice service delivery) and enabling governance for improved service delivery and local development (developed under the framework of the Government of Lao PDR's National Governance and Public Administration Reform Programme). UNDP also provides policy and capacity building support to the National Assembly. At the regional and local level, UNDP support builds capacity for local service provision and the People's Provincial Assemblies, local government service provision, and community-based media and participation. This programme also has a focus on supporting the Government's Sam Sang policy (on decentralization and local development), working to narrow the gap in quality and access to services between rural and urban areas. Much of this work builds on partnerships and progress made in the previous country programme cycle.

3. Evaluation purpose

This evaluation will assess the UNDP's contribution and performance in supporting the national development and priorities under the approved CPD. A special focus should be placed on the Governance thematic area. The evaluation will serve an important accountability function, providing national stakeholders and partners in Lao PDR with an impartial assessment of the results of UNDP support. The evaluation will capture evidence of the relevance, effectiveness, efficiency and sustainability of the current programme, which would be used to strengthen existing programmes and to set the stage for new the preparation of new CPD.

4. Evaluation scope and objectives

The CPD evaluation will focus on the formal UNDP country programme approved by the Executive Board. The scope of the CPD evaluation includes the entirety of UNDP's activities at the outcome and output levels covering from 2017 to date. The evaluation covers interventions funded by all sources, including core UNDP resources, donor funds and government funds. Initiatives from regional and global programmes will be included in the CPD evaluation. UNDP Lao PDR also supports a number of Sector Working Groups (SWGs)

¹ UNDP Lao PDR CPD (2017-2021), follow the link: <https://digitallibrary.un.org/record/836312/usage>

which form the core of the consultative and engagement process leading up to the annual Round Table Implementation Meeting (RTiM) and the once in 5 years High Level Round Table meeting (HLRTM). The SWGs also support in the drafting and implementation of the NSEDP. This type of support, which is not covered directly through a project is important for the political and social agenda of a country. Therefore, these activities will be included in the evaluation as well. The evaluation will also examine the UNDP's contribution toward cross-cutting issues, e.g. human rights, gender, leaving no one behind, and capacity development. The evaluation should be forward-looking by drawing lessons from the current CPD and propose recommendations for the next CPD.

5. Evaluation criteria and key guiding questions

The evaluation will answer three broad questions as follows:

- What did the UNDP country programme intend to achieve during the period under review?
- To what extent has the programme achieved (or is likely to achieve) its intended objectives at the output level, and what contribution has it made at the outcome level and towards the UN Partnership Framework?
- What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

In addition to the above questions, the evaluation is expected to produce answers surrounding the evaluation criteria of relevance, effectiveness, efficiency and sustainability. Below are guiding questions. This evaluation will also include a special thematic evaluation of the Governance theme & UNDP's engagement in the same. Guiding questions for the governance thematic evaluation are listed in the Annex C

Relevance

- To what extent has the current UNDP programme supported the government of Lao PDR in achieving the national development goals, responding to unexpected events, implementing the 2030 Agenda for sustainable development and delivering UNPF intended results?
- To what extent has the UNDP programme responded to the priorities and the needs of target beneficiaries as defined in the programme document?
- Is UNDP perceived by stakeholders as a strong advocate for improving Governance, Inclusive Growth and Environment and Natural Resource Management in Lao PDR?
- Have the efforts made by UNDP and national partners to mobilize resources and knowledge been in line with the current development landscape?
- To what extent did the UNDP programme promote SSC/Triangular cooperation?
- Has UNDP been able to effectively adapt the programme to the effects of the COVID-19 pandemic in Lao PDR?

Effectiveness

- By reviewing the programme results and resources framework, is the UNDP programme on track to achieve intended results at the outcome and output levels? What are the key achievements and what factors contributed to the achievements or non-achievement of those results?
- By examining the small-size initiatives funded by UNDP regular sources, how have these projects fulfilled their objectives? What are the factors (positive and negative) that contribute to their success or shortcomings? Are there recommendations or lessons that can be drawn from this approach?
- To what extent has UNDP programme contributed towards an improvement in national government capacity, including institutional strengthening? How could UNDP enhance this element in the next UNDP programme?
- Which programme areas are the most relevant and strategic for UNDP to scale up going forward?

Efficiency

- To what extent has there been an economical use of resources (funds, human resources, time, expertise, etc.)? What are the main administrative constraints/strengths?
- Is the results-based management system operating effectively and is monitoring data informing management decision making?
- To what extent has UNDP been efficient in building synergies and leveraging with other programmes and stakeholders in Lao PDR?
- How well does the workflow between UNDP and national implementing partners perform?
- To what extent have programme funds have been delivered in a timely manner?
- When UNDP provides implementation support services as per MOU with an implementing partner, how well has UNDP performed?

Sustainability

- What outcomes and outputs have the most likelihood of sustainability and being adopted by partners and why?
- To what extent do national partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome-level results?
- To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?
- To what extent have national partners committed to providing continuing support (financial, staff, aspirational, etc.)?
- To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?

Human rights

- What barriers have been seen to the inclusion of vulnerable groups in UNDP's work and what can be done to improve inclusion of these groups?

Gender Equality

- To what extent have gender equality and the empowerment of women been addressed in the programme strategic design, implementation and reporting? Are there key achievements?
- In what way could UNDP enhance gender equality in the next country programme?

An important note: Based on the above analysis, the evaluators are expected to provide overarching conclusions on achievement of the 2017-2021 CPD, as well as recommend key development priorities which shall inform the focus the new CPD. The evaluation is additionally expected to offer wider lessons for UNDP support in Lao PDR.

6. Methodology and approaches

The CPD evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards. The evaluation will be carried out by an independent evaluation team. The evaluation team should adopt an integrated approach involving a combination of data collection and analysis tools to generate concrete evidence to substantiate all findings. Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, evaluations and technical papers, stakeholder interviews, focus groups, surveys and site visits where/when possible. It is expected that the evaluation methodology will comprise of the following elements:

- Review documents (Desk Review);
- Interviews with key stakeholders including government line ministries, development partners, civil society and other relevant partners through a participatory and transparent process;
- Consultations with beneficiaries through interviews and/ or focus group discussions;

- Survey and/ or questionnaires where appropriate;
- Triangulation of information collected from different sources/methods to enhance the validity of the findings.

The evaluation is expected to use a variety of data sources, primary, secondary, qualitative, quantitative, etc. to be extracted through surveys, storytelling, focus group discussions, face to face interviews, participatory methods, desk reviews, etc. conducted with a variety of partners. A transparent and participatory multi-stakeholder approach should be followed for data collection from government partners, community members, private sector, UN agencies, multilateral organizations, etc.

Evidence will be provided for every claim generated by the evaluation and data will be triangulated to ensure validity. An evaluation matrix or other methods can be used to map the data and triangulate the available evidence.

In line with the UNDP's gender mainstreaming strategy, gender disaggregation of data is a key element of all UNDP's interventions and data collected for the evaluation will be disaggregated by gender, to the extent possible, and assessed against the programme outputs/outcomes.

Special note:

Given the ongoing COVID 19 pandemic and the resultant restrictions may require many of the in-person missions / consultations and data gathering / activities to be carried out remotely using electronic conferencing means. Alternatively, some or all in person interviews may be undertaken by the national consultant in consultation with the evaluation team leader.

7. Evaluation products (deliverables)

These products could include:

- **Evaluation inception report (up to 10 pages).** The inception report, containing the proposed the theory of change, and evaluation methodology should be carried out following and based on preliminary discussions with UNDP. The inception report should include an evaluation matrix presenting the evaluation questions, data sources, data collection, analysis tools and methods to be used. The inception report should detail the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed (this element can be shared with UNDP well in advance). The inception report should be endorsed by UNDP in consultation with the relevant government partners before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluator. **(see the inception report template in Annex H).**
- **Kick-off meeting.** Evaluators will give an overall presentation about the evaluation, including the evaluator team's approach, work plans and other necessary elements during the kick-off meeting. Evaluators can seek further clarification and expectations of UNDP and the Government partner in the kick-off meeting.
- **Evaluation debriefings.** Immediately following the evaluation, the evaluation team is required to present a preliminary debriefing of findings to UNDP, key Government partners and other development partners.
- **Draft evaluation report (max 60 pages including executive summary).** UNDP and other designated government representative and key stakeholders in the evaluation, including the UNDP Bangkok Regional Hub, will review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.
- **Evaluation report audit trail.** Comments and changes by the evaluators in response to the draft report should be retained by the evaluators to show how they have addressed comments.
- **Final evaluation report (see final evaluation template in the Annex I).**
- **A report on the governance thematic evaluation (max 15 pages) by the assigned consultant;** this paper will be presented as an appendix of the final report. The assigned consultant should integrate

the important aspects of findings, recommendations and lessons learned into the final evaluation report.

- **Evaluation brief (2 pages maximum) and other knowledge products** or participation in knowledge-sharing events, if relevant.
- **Evaluation Recommendations (see the management response in the Annex J)**
- **Presentations to stakeholders (this maybe done remotely)**

8. Evaluation team composition and required competencies

The evaluation will be conducted by a team of three independent consultants comprising of:

- An Evaluation Team Leader (International);
- An Evaluation Member (International) focusing specifically on UNDP's governance portfolio; and
- A National Consultant who will provide knowledge of national context and support the full evaluation process as well as serve as an interpreter from English to Lao and vice-versa when needed.

(a) Evaluation Team Leader (international), 39 working days

S/he has overall responsibility for conducting the CPD evaluation and providing guidance and leadership to the international consultant for governance thematic evaluation and the national consultant. In consultation with the team member, s/he will be responsible for developing a methodology for the assignment that reflects best practices and encourages the use of a participatory and consultative approach as well as delivering the required deliverables to meet the objective of the assignment. S/he will lead the preparation and revision of the draft and final reports, ensuring the assignments have been completed in the agreed timeframe.

S/he has responsibilities as follows:

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

Required Qualifications:

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

(b) International Evaluation Consultant, Governance, 30 working days (Advertised and Recruited Separately)

S/he has overall responsibility for contributing to the CPD evaluation especially reviewing UNDP's engagement in the Governance thematic area including specifically the governance portfolio. In consultation with the team leader, s/he will be responsible for developing a methodology for the assignment that reflects best practices and encourages the use of a participatory and consultative approach as well as delivering the required deliverables to meet the objective of the assignment. S/he will substantively contribute to the preparation and revision of the draft and final reports, ensuring the assignments have been completed in the agreed timeframe. S/he will prepare a final report focusing on the findings, lessons learned and recommendations for UNDP's governance portfolio. The key elements and highlights of governance will be integrated into the final country programme evaluation report.

S/he has responsibilities as follows:

- Contributing to the documentation review and framing of evaluation questions;
- Contributing to the design of monitoring and evaluation questions and field verification tools;
- Ensure efficient division of tasks between evaluation team members;
- Conducting the evaluation of the governance portfolio while contributing to the overall planning, execution and reporting;
- Incorporating the use of best practice with respect to evaluation methodologies;
- Contributing to the drafting of inception report, finalization/quality control of the evaluation report including timely submission and adjustment;
- Contributing to and participating in the kick-off meeting and debriefing meeting on behalf of the evaluation team with UNDP and stakeholders;

Required Qualifications:

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

(c) National Evaluation Consultant, 39 working days (Advertised and Recruited Separately)

S/he will support the Team Leader by providing knowledge of the development context in Lao PDR. S/he is well aware of Lao cultural context and working with different government institutions; and when needed support as an interpreter between English and Lao and vice versa. S/he collects all relevant documents and reports needed for the review. S/he will support the team leader in coordinating with UNDP, government partners and other stakeholders. S/he will play a crucial role in organizing meetings, workshops, interviews, consultations during the field missions. S/he will draft some parts of the report as assigned by the team leader. The consultant will advise the Team Leader on relevant aspects of the local context where the projects have operated.

Under the supervision of Evaluation Team Leader, s/he has responsibilities as follows:

- Support the documentation review and framing of evaluation questions;

- Support the coordination with UNDP, government partners, stakeholders and other parties;
- Undertake field visits and collect feedback from beneficiaries, project stakeholders etc.;
- Support the Evaluation Team Leader and international consultant in planning, execution, analyzing and reporting;
- Incorporate the use of best practice with respect to evaluation methodologies;
- Support the drafting of inception report, finalization/quality control of the evaluation report;
- Participate and support the kick-off meeting and debriefing meeting with UNDP and stakeholders;
- Facilitate and support the field data collection in country;
- Translate the evaluation brief in Lao language;
- Perform translation from English to Lao and vice versa for the evaluation team when required.

Required Qualifications:

- Master’s degree or equivalent in Development, Economics, Public Policy, Communications, English, Social Sciences, Humanities or any other relevant field;
- 7 to 10 years-experience in undertaking evaluation in the development sector;
- Experience with evaluation methodologies; programme development and project implementation;
- Have a strong understanding of the development context in Lao PDR and preferably understanding of the strategic Poverty and inclusive growth, environment and governance issues within the Lao PDR context;
- Experience in oral and written translations;
- Fluent in English (written and spoken) and Lao (written and spoken).

9. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’ which are available here: <http://www.unevaluation.org/document/detail/102>. The consultants must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultants must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

10. Evaluation arrangements

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

The evaluators will report to the Resident Representative (RR) who will be technically supported by the Regional M&E Advisor. The final approval of the report will be made by the RR. The final payment will be made upon the satisfactory completion and approval of the report.

Role	Responsibilities
Commissioner of the Evaluation:	<ul style="list-style-type: none"> ▪ Lead and ensure the development of comprehensive, representative, strategic and costed evaluation; ▪ Determine scope of evaluation in consultation with key partners; ▪ Provide clear advice to the Evaluation Manager on how the findings will be used; ▪ Respond to the evaluation by preparing a management response and use the findings as appropriate; ▪ Safeguard the independence of the exercise;

UNDP Resident Representative	<ul style="list-style-type: none"> ▪ Approve TOR, inception report and final report. ▪ Allocate adequate funding and human resources. ▪ Ensure dissemination of the evaluation report to all the stakeholders.
Evaluation Manager: M&E Focal Point	<ul style="list-style-type: none"> ▪ Lead the development of the evaluation TOR in consultation with stakeholders; ▪ Manage the selection and recruitment of the Evaluation Team; ▪ Manage the contractual arrangements, the budget and the personnel involved in the evaluation; ▪ Provide executive and coordination support; ▪ Provide the Evaluation Team with administrative support and required data; ▪ Liaise with and respond to the commissioners; ▪ Connect the Evaluation Team with the wider programme unit, senior management and key evaluation stakeholders and ensure a fully inclusive and transparent approach to the evaluation; ▪ Review the inception report and final report.
PROGRAMME/ PROJECT MANAGER	<ul style="list-style-type: none"> ▪ Provide inputs/advice to the evaluation on the detail and scope of the terms of reference for the evaluation and how the findings will be used; ▪ Ensure and safeguard the independence of evaluations; ▪ Provide the evaluation manager with all required data and documentation and contacts/stakeholders list, etc.; ▪ Support the arrangement of interview, meetings and field missions; ▪ Provide comments and clarification on the terms of reference, inception report and draft evaluation reports; ▪ In consultation with Government, respond to evaluation recommendations by providing management responses and key actions to all recommendations addressed to UNDP; ▪ Ensure dissemination of the evaluation report to all the stakeholders including the project boards; ▪ Responsible for the implementation of key actions on evaluation recommendations in partnership with Implementing partners.
Regional Evaluation Focal Points	<ul style="list-style-type: none"> ▪ Support the evaluation process and ensure compliance with corporate standards; ▪ Provide technical support to country office including advice on the development of terms of reference; recruitment of evaluators and maintaining evaluator rosters; implementation of evaluations; and finalization of evaluations, management responses and key actions ▪ Ensure management response tracking and support M&E capacity development and knowledge-sharing; ▪ Dispute resolution when issues arise in implementation of evaluations. ▪ Contributes to the quality assurance process of the evaluation.
Key Evaluation Partner- MPI (DIC)	<ul style="list-style-type: none"> ▪ Review of key evaluation deliverables, including terms of reference, the inception report and successive versions of the draft evaluation report; ▪ Provide inputs/advice how the findings will be used; ▪ Assist in collecting required data; ▪ Review draft evaluation report for accuracy and factual errors (if any); ▪ Responsible for the implementation of key actions on evaluation recommendations and integrate the evaluation lessons learned in the future Country Programme Document and projects where appropriate.
Evaluation team (led by Team leader)	<ul style="list-style-type: none"> ▪ Fulfil the contractual arrangements under the terms of reference as appropriate; ▪ Ensure the quality (including editorial) of the report and its findings and recommendations; ▪ Develop the evaluation inception report, including an evaluation matrix, in line with the terms of reference, UNEG norms and standards and ethical guidelines; ▪ Draft reports and brief the evaluation manager, programme/project managers and stakeholders on the progress and key findings and recommendations;

	<ul style="list-style-type: none"> ▪ Finalize the evaluation, taking into consideration comments and questions on the evaluation report. Evaluators’ feedback should be recorded in the audit trail; ▪ Support UNDP efforts in knowledge-sharing and dissemination if required.
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11. Time frame for the evaluation process

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

Timeframe for the CDP evaluation process		
Activity	Responsible party	tentative timeframe
Selection of the evaluation team	UNDP	June 2020
Provide necessary information to Evaluation team	UNDP	Late June 2020
Conduct desk review	Evaluation team	Late June-Mid July 2020
Submit the inception report to UNDP	Evaluation team	Mid July 2020
Approve the inception report	UNDP	Late July 2020
Hold a kick-off meeting with UNDP, Government and development partners	Evaluation team	Early August 2020
Collect data/conduct field missions	Evaluation team	Early August -Mid August 2020
Organize a stakeholder workshop to brief on the preliminary observations (Participants include UNDP, UN agencies, Government and development partners)	Evaluation team & UNDP	Mid- August 2020
Analyse data and prepare a report	Evaluation team	Mid-August-September 2020
Submit the first draft	Evaluation team	Early October 2020
Review the first draft	UNDP	Mid October 2020
Submit the second draft	Evaluation team	Late October 2020
Review the second draft	UNDP, RBAP & MPI	Mid November 2020
Submit the final draft	Lead evaluator	Late November 2020
Accept the final report and submit the management response	UNDP	Late November 2020
Edit and format the report	Evaluation team	Mid December 2020
Issue the final report and evaluation brief	Lead evaluator	Mid December 2020
Disseminate the final report and evaluation brief / stakeholders workshop	UNDP	Mid December 2020

Suggested working day allocation and schedule for evaluation

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
Phase One: Desk review and inception report				
Meet/discuss with UNDP	0.5 day	[indicate a proposed date DD/MM/YYYY]	UNDP or remote	Evaluation team & UNDP
Sharing of the relevant documentation with the evaluation team	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation manager
Desk review, Evaluation design, methodology, the specific timing for evaluation activities and deliverables and propose specific site visits and stakeholders to be interviewed and prepare the inception report	10 days	[indicate a proposed date DD/MM/YYYY]	Home- based	Evaluation Team
Submission of the inception report, 15 pages maximum (see the template in the annex section)	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Comments and on approval of inception report	7 days	[indicate a proposed date DD/MM/YYYY]	Via email	UNDP
Revise the inception report	2 days	[indicate a proposed date DD/MM/YYYY]	Home- based	Evaluation team
Submit the final inception report	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Approve the inception report	3 days	[indicate a proposed date DD/MM/YYYY]	Via email	UNDP
Phase Two: Data-collection mission				
Update on the detailed work plan including field mission and agree upon with UNDP	0.5 days	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Kick-off meeting with UNDP, Government and development partners.	0.5 day	[indicate a proposed date DD/MM/YYYY]		

Conduct data collection including field visits, in-depth interviews, focus group and etc.	14 days	[indicate a proposed date DD/MM/YYYY]	In country (subject to COVID pandemic restrictions)	
Debriefing to UNDP and key stakeholders	0.5 day	[indicate a proposed date DD/MM/YYYY]	In country (subject to COVID pandemic restrictions)	Evaluation team
Phase Three: Evaluation report writing				
Preparation of draft evaluation report (see the template in the annex section)	7 days	[indicate a proposed date DD/MM/YYYY]	Home- based	Evaluation team
Draft report submission	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
UNDP comments to the draft report	14 days	[indicate a proposed date DD/MM/YYYY]	UNDP	Evaluation manager
Update report taking into account UNDP comments	2 days	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Submit the updated draft to UNDP for sharing to other stakeholders	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Consolidated stakeholder comments to the draft report	2 days	[indicate a proposed date DD/MM/YYYY]	UNDP	Evaluation manager
Submit the final report to UNDP	-	[indicate a proposed date DD/MM/YYYY]	Via email	Evaluation team
Estimated total days for the evaluation	--			
Total working day of evaluation team	39			

12. Application submission process and criteria for selection

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

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

13. TOR annexes

- A. Lao PDR at a glance
- B. Country programme outcomes and indicative resources (2017-2021)
- C. Guiding questions for Governance thematic evaluation
- D. Key stakeholders and partners
- E. Document to be reviewed
- F. Evaluation matrix
- G. Schedule of tasks, milestone and deliverables
- H. Inception report template
- I. Require format for the evaluation report
- J. Evaluation recommendations
- K. Evaluation quality assessment
- L. Code of conduct

Annex A: Lao PDR at a glance

Development: UNDP considers the Lao People's Democratic Republic as a medium human development country, with a human development index (HDI) value of 0.604 (2018), ranking it 140 out of 189 countries and territories.² The country graduated from low-income to lower-middle income status in 2010, and aims to graduate from Least Developed Country (LDC) status by 2020.³ Lao PDR has shown steady improvement in human development, with increases in life expectancy, education, and income over last three decades. The Laotian population, 7.1 million people, is mainly rural based (65%) and is diverse and young with 50 ethnic groups, and over half of Laotians under 25 years. Despite development gains poverty remains a concern with 23.1% of Laotians living under \$1.90 per day.⁴ Equally, inequality is increasing between urban and rural populations, and within cities. It is expected that the effects of the COVID pandemic and the resulting lock-down will have serious socio-economic consequences. Rapid assessments are being conducted by numerous partners, including UNDP.

Governance: Lao PDR is a one-party republic governed by the Lao People's Revolutionary Party. In 2016, Lao PDR elected its first People's Provincial Assemblies (PPA) to promote governance and development at the local level. Lao PDR set an ambitious agenda to mainstream international conventions and has made significant progress, accepting 116 of 196 recommendations made by the Working Group on the Universal Periodic Review in 2015.⁵ However, there remain a number of challenges in awareness and experience of human rights conventions, funding, and ongoing challenges of UXOs, severe droughts and floods, and lower development in rural areas.⁶

National Socio-Economic Development Plan: Lao PDR has prioritized integration of the SDGs, which are embedded in its 8th National Socio-Economic Development Plan (NSED) 2016-2020. The overall objective is "To ensure political stability, peace and order in the society; the poverty of the people is reduced significantly in all areas; the country is developed out of LDC status by 2020 through continuous, inclusive and sustainable growth; there is effective management and efficient utilization of natural resources; development is enhanced through the national potential and advantages; Lao PDR participates in regional and international integration with ownership." Medium and long-term development planning are outlined in the Strategy 2025 (Ten Year Socio-Economic Development Strategy 2016-2025) and Vision 2030.

Economy: Lao PDR has experienced robust economic growth with GDP growth averaging 7.7% over the past decade with projected growth of 6.5% for 2019. In 2017, the World Bank ranked Lao PDR as the 13th fastest-growing economy globally and the second fastest-growing in the ASEAN region.⁷ Economic growth has relied on natural resources with an expansion of the mining and hydroelectric sectors, though these sectors are capital-intensive, with few new jobs being created, and have a detrimental impact on the environment. Most of Lao PDR's population are engaged in subsistence agriculture (62%) or are self-

² UNDP, Human Development Report 2019 – Lao People's Democratic Republic Briefing Note, 2019.

http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/LAO.pdf

³ World Bank, Historical classification by income, accessed 24 Feb 2020.

<https://datahelpdesk.worldbank.org/knowledgebase/articles/906519-world-bank-country-and-lending-groups>

⁴ UNDP, Human Development Report 2019 – Lao PDR Briefing Note.

⁵ Gov of Lao PDR, VNR.

⁶ Lao People's Democratic Republic, National Report to the Working Group on the Universal Periodic Review, A/HRC/WG.6/35/LAO/1, 11 November 2019, 16-17.

⁷ World Bank, Lao PDR – Systematic Country Diagnostic, 2017.

<http://documents.worldbank.org/curated/en/983001490107755004/Lao-PDR-Systematic-Country-Diagnostic-Priorities-for-Ending-Poverty-and-Boosting-Shared-Prosperity>

employed (20%).⁸ Lao PDR is the smallest and only land-locked state in Southeast Asia. Its development strategy has long focused on the country becoming a regional provider of hydroelectric power, the expansion of infrastructure to further economic development, including four new railways connecting Laos to neighbouring countries, and diversifying its economy beyond natural resources.

Unexploded ordnance (UXO): Lao PDR has added an additional SDG with SDG 18, “Lives safe from unexploded ordnance (UXO).” Lao PDR is the most heavily bombed country in the world stemming from the Indochina War (1964-1973), with an estimated 80 million cluster sub-munitions remaining, affecting 25% of all villages in 15 of 18 provinces.⁹ Unexploded ordnance (UXO) continues to be a serious barrier to development, limiting availability of arable land, raising the cost of construction and infrastructure, and impeding livelihoods. Lao PDR played a key role in the 2008 Convention on Cluster Munitions (CCM) and set a goal to clear all cluster munitions in 2020. In September 2019, this deadline was extended to 2025 since progress was “nowhere near clearing the egregious levels of remaining UXO.”¹⁰

Climate Change: Lao PDR is vulnerable to climate change, with increased risk of rising temperatures and more severe floods and droughts, exacerbated by the depletion of natural resources. Capacities in disaster risk management, early warning systems, and integration of climate risk in development and agricultural planning all need strengthening. The country has recently reversed deforestation with forest cover increasing from 40.3% in 2011 to 58% (13.73 million hectares) in 2017, though the country is “off-track” in its goal of 70% forest coverage by 2020.¹¹ Most Laotians, especially rural poor, rely on natural resources for livelihoods and basic needs.

Gender: Lao PDR ranks 43rd of 153 countries in the 2020 Global Gender Gap Index, with high rates of educational attainment, economic opportunity, and positive health outcomes (women’s life expectancy is 58.8 years compared to 56.9 for men).¹² UNDP ranks Lao PDR 110 out of 162 countries in its Gender Inequality Index with gender gaps narrowing and near-parity achieved in education and economic opportunity. In education, women attend an expected 10.8 years of school compared to 11.3 for men, while 76.8% of women participate in the labour force compared to 79.7% of men¹³, with women representing 50.4% of professional and technical workers.¹⁴ However, there is a gap in terms of political empowerment: 27.5% of Parliament members are women, and the country ranks 98th in political empowerment on the Global Gender Gap Index.

⁸ World Bank, Lao PDR – Systematic Country Diagnostic, v.

⁹ Gov of Lao PDR, Lao PDR Voluntary National Review (VNR) on the Implementation of the 2030 Agenda for Sustainable Development, July 2018, 2.

¹⁰ UNDP Lao PDR. <https://www.la.undp.org/content/laopdr/en/home/presscenter/blog/2019/bloodshed-in-a-time-of-peace.html>

¹¹ UNDP Lao PDR, <https://www.la.undp.org/content/laopdr/en/home/sustainable-development-goals/goal-15-life-on-land.html>

¹² World Economic Forum, The Global Gender Gap Report 2020 data explorer, 2019, <http://reports.weforum.org/global-gender-gap-report-2020/dataexplorer/#economy=LAO>

¹³ UNDP, Human Development Report 2019 – Lao PDR Briefing Note.

¹⁴ The Global Gender Gap Report 2020.

Annex B: Country programme outcomes and indicative resources (2017-2021)

Country Programme Outcome and Outputs	Indicative resources (2017-2021) US\$	Expenditure (2017-2019) US\$
<p>Outcome 1 All women and men have increased opportunities for decent livelihoods and jobs.</p> <p>1.1 National and subnational systems and institutions enabled to develop productive capacities that are employment and livelihoods intensive</p> <p>1.2 Post-2015 agenda / SDG priorities localized and incorporated in 8th NSEDP</p> <p>1.3 Institutional capacities are strengthened to further improve the contribution of UXO sector to human dev. in contaminated communities</p>	\$37.7	\$15.9
<p>Outcome 2 Forests and other ecosystems are protected and enhanced, and people are less vulnerable to climate-related events and disasters</p> <p>2.1 Increased climate resilience of communities through small-scale infrastructure initiatives</p> <p>2.2 Strengthened legal framework for climate change adaptation mitigation and disaster risk management</p> <p>2.3 Improved management of natural resources and ecosystem benefits through sustainable forestry and land management practices</p> <p>2.4 Ecosystem and agrobiodiversity management is contributing to food security and improved livelihoods in rural communities</p> <p>2.5 Improved monitoring and enforcement of investment compliance by State institutions and community groups</p> <p>2.6 Inclusive and sustainable solutions adopted to increase energy efficiency and rural energy access</p>	\$47.0	\$10.8

Outcome 3 Institutions and policies at national and local levels support the delivery of quality services that better respond to people's needs.		
1.1 Local administrations able to develop and finance multi-sectoral plans based on community priorities		
1.2 Accountability framework introduced and/or expanded at district level to capture and use citizen feedback for provision of basic services		
1.3 Multi-stakeholder governance processes promote dialogue and give feedback on implementation of policies related to delivery of basic services	\$18.6	\$5.4
1.4 People's institutions (NA/PPAs) better able to fulfil their legislative oversight and representation mandate		
1.5 Legal and judicial institutional structure arrangement and capacity improved to promote rule of law		
1.6 Increased public understanding of legal rights and information and increased public participation in the legal system for equal access to justice		
1.7 Lao PDR better able to fulfil its international human rights obligations through treaty reporting and UPR process		
Other (global, regional, management projects)		\$1.0
Total	\$103.3	\$33.1

Source: UNDP Lao PDR Country Programme Document 2017-2021 (DP/DCP/LAO/3); Atlas financial data for expenditures (19 Feb 2020).

Annex C: Guiding questions for the governance thematic evaluation.

Relevance

1. Was UNDP responsive to the evolution overtime of development challenges and the priorities in national strategies, especially significant shifts in Governance and related areas?
2. Are UNDP activities aligned with national strategies, policies, and other development initiatives in the country in particular in Governance and related areas?
3. How has UNDP engaged and partnered with National and subnational government in Governance such as local government service delivery, community participatory planning and budgeting, support to human rights and anti-corruption?

Effectiveness

1. What has been the effectiveness of UNDP governance portfolio in supporting the governance sector in Lao PDR?
2. Have the approaches taken by UNDP in governance been aligned with the governments approach or strategy?
3. What has been the impact of UNDP's governance support in decentralized governance and service delivery activities at the national and subnational levels? To what degree has implementation been successful?
4. What comparative advantage does UNDP hold in the governance area? Is this recognized by the Government of Lao PDR and other donors?
5. Did UNDP's programme facilitate the implementation of the national development strategies and policies related to good governance and play a complementary role to the Government (e.g. linking UNDP initiatives to government policies or coordination of development actors)?
6. What have been the opportunities for support? Has UNDP Lao PDR taken advantage of these opportunities and any comparative advantage to strengthen the governance and related areas, process?
7. What have been the main challenges faced in the UNDP's support to governance sector?

Efficiency

1. Has the governance programme been implemented within deadlines, costs estimates? What challenges have been faced?
2. Has UNDP and its partners taken prompt action to solve implementation and other managerial issues?
3. Has UNDP and the government used human & financial resources efficiently?
4. Did UNDP have an adequate mechanism to respond to significant changes in the country situation, in particular in crisis and emergencies?
5. Has UNDP used its network to bring about opportunities for South-South exchanges and triangular cooperation, and facilitate external expertise for government?
6. Has UNDP helped to mobilise other development partners (e.g. civil society, private sector, academia, etc.)?
7. How has UNDP integrated its governance work with other country office programme (such as inclusive growth, natural resources management and climate change and UXO)? Has UNDP been able to develop integration or cooperation amongst its outcome areas and leverage governance work into other areas?

8. Do the government and development partners see UNDP as a value for money partner? Is it happy with costs incurred and charged? What issues were faced in the development of this modality of support?

Sustainability

1. Were interventions designed to have sustainable results given the identifiable risks and did they include an exit strategy?
2. How did UNDP design to scale-up coverage and effects of its interventions? Or ensure adoption at a larger scale by the Government of the Lao PDR.
3. Has institutional, individual and/or national capacity been developed so that UNDP may realistically plan progressive disengagement?
4. How has UNDP responded to threats to sustainability during implementation?

Annex D: Key stakeholders and partners

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

- Implementing Partner – Ministry of Planning and Investment – Dept of International Cooperation
- Responsible Partners – Ministry of Foreign Affairs – Dept of International Organizations, Ministry of Planning & Investment – Dept. of Planning and Lao Statistics Bureau.
- Project beneficiaries including government at national, and provincial (there may be a field mission at provincial level)
- Sector Working Groups (approx. 1-3)
- Sub-Sector Working Groups
- Donors and non-donor partners (approx. 3-4)
- Civil Society Organization, NGOs, Academic Institutions and Private Sector (approx. 3-4)
- Chair of the National Project Board
- The National Project Director (NPD) – Deputy Minister to the Government
- Deputy National Project Directors (2)
- Project Manager (PM)
- Project Staff in Vientiane Capital (3)
- National Consultants (1-2)
- UNDP staff (3)
- UN agencies (approx. 3-4)

Annex E: Documents to be reviewed and consulted.

Evaluation team are required to review various documents related to Lao PDR and UNDP programme including but not limited to following documents:

- UNDP Strategic Plan (2018-2021)
<http://strategicplan.undp.org/>
- Lao PDR-United Nations Partnership Framework (UNPAF 2017-2021)
<http://www.la.one.un.org/sdgs>
- UNDP Country Programme Document (2017-2021)
<https://www.undp.org/content/dam/laopdr/docs/Reports%20and%20publications/2016/UNDP%20Laos%20CPD.pdf>
- Project Documents and Project Brief
https://www.la.undp.org/content/lao_pdr/en/home/projects/support-programme-for-the-8th-nsedps-implementation-towards-ldc-.html
- 8th National Social and Economic Plan (2016-2020)
www.la.one.un.org/images/publications/8th_NSEDP_2016-2020.pdf
- Lao People's Democratic Republic: Voluntary National Review on the Implementation of the 2030 Agenda for Sustainable Development
<http://www.la.one.un.org/media-center/publications>
- UNDP Evaluation guidelines
<http://web.undp.org/evaluation/guideline/index.shtml>
- UNEG norms and standard
<http://www.unevaluation.org/document/detail/1914>
- Human Development Reports
<http://hdr.undp.org/en/countries/profiles/LAO>
- Other UNDP Evaluation Reports
<http://web.undp.org/evaluation/guideline/index.shtml>
- Gender Inequality Index
<http://hdr.undp.org/en/content/gender-inequality-index-gii>
- National Round Table Website
<https://rtm.org.la/>
- Voluntary National Review of SDGs – 2018

- VDCAP – Vientiane Declaration of the Country Action Plan 2016
- 8th NSEDP Annual Progress Reports
- Donor Agreements and reports
- Result Analysis Annual Reports
- Programme Monitoring Reports
- Project Board Meeting Minutes
- Technical Reports and
- Other relevant documents and resources.

Annex F: Evaluation matrix (suggested as a deliverable to be included in the inception report).

The evaluation matrix is a tool that evaluators create as map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.

TABLE 1. SAMPLE EVALUATION MATRIX

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

Annex G: Schedule of tasks, milestones and deliverables.

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

Annex H: Inception report template

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

Annex I: Required format for the evaluation report.

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

Annex J: Evaluation Recommendations.

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

Annex K: Evaluation Quality Assessment

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

Annex L: Code of conduct.

UNDP requests each member of the evaluation team to read carefully, understand and sign the ‘Code of Conduct for Evaluators in the United Nations system’, which may be made available as an attachment to the evaluation report. Follow this link: <http://www.unevaluation.org/document/detail/100>