

Terms of Reference

Post title	Consultancy Firm/Organization- Mid-Term Evaluation – Output 5: Improved Livelihoods and Social Cohesion Programme
Duty Station	Yangon, with travel to states/regions
Duration	23 days between 1 August and 15 September 2016
Reports to	Team Leader, Local Governance and Local Development Programme
Type of contract	Professional Services Contract

1. BACKGROUND

The UNDP Myanmar Country Programme Action Plan (CPAP) 2013-2017 was signed between the Government of Myanmar and UNDP in 2013. It is UNDP's first fully-fledged country programme following the lifting of restrictions for programme implementation in Myanmar by the agency's Executive Board. The CPAP marked UNDP's entrance into new and more traditional UNDP programme areas, where previously, programming was largely focused on community development, through a large-scale project called the 'Human Development Initiative' (HDI). The UNDP CPAP 2013-2017 is comprised of 3 programme pillars, namely: 1. Effective & responsive local governance for sustainable, inclusive community development (Pillar 1); 2. Climate change, environmental protection, access to energy & disaster risk reduction (Pillar 2) and Democratic governance and development effectiveness (Pillar 3). These Pillars in turn further sub-divide into 4-5 Output-based programme interventions.

UNDP Myanmar's **Improved Livelihoods and Social Cohesion Programme** (Pillar 1, Output 5) aims to *increased capacities of target communities and institutions for social cohesion, sustainable livelihoods, and improve opportunities for peace*. In order to meet this aim, the Output targets ceasefire and high-poverty areas in Rakhine, Kachin, Kayah, Kayin, Shan, Chin and Mon; uses livelihoods as an entry-point to improve community social cohesion; supports capacities for social cohesion and peacebuilding of government, non-state actors (NSAs) and civil society organizations (CSOs); and facilitates early recovery coordination.

Output 5 is directly implemented by UNDP through a team of UNDP staff both in Yangon and in the relevant states. At the national/union level, it works in close consultation with the Progress of Border Affairs and National Races Development Department (NaTaLa) of the Ministry of Border Affairs (MoBA) under the overall direction of its Output Board, comprising of government, contributing donors and UNDP. The Output collaborates with state and union government institutions, relevant technical departments, other UN agencies, international and national non-governmental organizations (I/N-NGOs), Community Based Organizations (CBOs) and members of the community. The Output works in partnership with CSOs, NGOs and INGOs. To-date, with respect to its village-based activities, Output 5 has reached upto 317 villages in 25 townships in the 07 above-mentioned states.

Between 2013 and 2014, Output 5's primary focus was at village/community level. With significant financial resources and using a building-blocks approach, it delivered a package of social protection, income-generation, vocational training and infrastructure assistance to communities – combining this with strategies to bridge socio-economic divides and strengthen community networks and relations. From 2015 onwards, the Output undertook more focused

downstream assistance activities, either piloting new interventions such as introducing affordable technologies through market-based approaches in 100 of the 317 villages, or responding to specific needs and demands in priority locations such as in Rakhine and Kachin. Also in 2015, the Output sharpened its focus for strengthening local capacities for social cohesion and peacebuilding, as a contribution to positioning UNDP in this area.

From 2016, UNDP has made a decision that the Output will fully re-position itself to support capacity-development, knowledge-management and policy support for social cohesion and peacebuilding. This means that the Programme will complete ongoing village-level support activities, but not undertake new activities of this nature. These redirections are influenced both by what is perceptibly a shrinking resource envelope for UNDP's direct assistance programming as well as an increased interest for playing a more visible and direct role in support of the country's peace process and peacebuilding at large.

Against this context, UNDP will undertake a mid-term evaluation of Output 5 and wishes to identify a Myanmar-based Consultancy Company, which can provide a 2-member Evaluation Team consisting of an international Team Leader and a national Evaluation Specialist to conduct the Mid-term Evaluation of Output 5, over duration of 23 days between 1 August and 15 September 2016.

2. SCOPE

a. Scope

The evaluation will cover the UNDP Pillar 1 and Output 5 programme.

b. Objectives

The overall objective is to assess results, achievements and constraints of Output 5, taking into consideration the evolving context. The evaluation is forward-looking and should look to inform the Output's future work in 2016-2017, as well as the nature of UNDP's future work in these areas under a new country programme cycle starting in 2018.

The evaluation should evaluate against standard OECD evaluation indicators and aim to answer the following key questions:

Relevance: is concerned with the extent to which the programme is consistent with national and local policies and priorities and the needs of intended beneficiaries.

- Was the Output strategy relevant and appropriate? Does it remain valid?
- How well did the Output strategy align with national priorities and goals?
- How did the Output contribute to principles of human rights, gender and conflict-sensitivity?
- To what extent and how successfully did the Output adapt to respond to the external environment and organizational positioning?
- Looking ahead, what is most relevant to continue, deepen or scale-up? What is least relevant?

Effectiveness: is a measure of how well the Output contributed to developmental results.

- Has the Output achieved the results against its results framework and in contribution to the overall output and outcome result statements? What have been the contributing factors and constraints?

Efficiency: is a measure of how well the Output organized itself in delivering results.

- Did programme management, implementation, partnership, monitoring and reporting arrangements facilitate the Output to deliver as planned?

Sustainability: The extent to which the Output continues after external development assistance has come to an end.

- What indications are there that the achievements will be sustained?

The evaluation will also document lessons learned, and provide specific recommendations for future programming.

- How does and can the learning from Output 5 inform its work during the remaining time-period as well as UNDP's new programme cycle?

c. Deliverables

Work for this evaluation will occur in three phases, and the Evaluation Team will be expected to perform the following tasks under each phase;

Phases	Deliverables	Timelines
<p><u>Phase 1: Document Review, Preparation for Field Work, Refinement of Evaluation</u></p> <p>Work in phase 1 will be carried out at the consultant's home base(s) or Yangon and is expected to require 5 working days.</p> <p>Specific tasks will include:</p> <ul style="list-style-type: none"> - Review relevant documents and database sites - Develop an inception report that includes the evaluation design, methodology (including the assumptions to be validated during field work, methods for data collection and analysis, criteria for selection of projects, and required resources) including identifying locations to be visited. - Consult with UNDP on the Inception Report and plan field-visits (logistics, etc). 	<p>Inception Report including the evaluation design, methodology, and evaluation work plan.</p>	<p>5 working days between 1st - 15th August 2016</p>
<p><u>Phase 2: Field Work</u></p> <p>Work in phase 2 will be carried out in-country and is expected to require 13 working days.</p> <p>Specific tasks will include:</p> <ul style="list-style-type: none"> - Conduct key informant interviews with UNDP – 1 day - Conduct key informant interviews with partners and stakeholders (Yangon) - 2 days - Conduct key informant interviews with Government institutions (Nay Pyi Taw) - 1 day - Carry out field visits in accordance with the work-plan (field mission should cover at minimum 2 target states). Field mission should include focus-group discussions with communities and key information interviews with government institutions, implementing partners, international and national governmental organizations, civil society organizations and UNDP personnel - 5 days - Conduct any additional or follow-up key 	<p>Consolidated data set from field visits and key informant interviews</p> <p>Presentation of initial findings</p>	<p>13 working days between 25 August - 10 September 2016</p>

informant interviews as required - 1 day - Analyze data from field visits and key informant interviews and synthesize with findings from secondary data review - 2 days - Prepare and present a briefing to UNDP on initial findings - 1 day		
<u>Phase 3: Report and Finalization</u> Work in phase 3 will be carried out at the consultant's home base(s) and is expected to require 5 working days. Specific tasks will include: - Prepare and submit draft evaluation report to UNDP - Based on feedback received from UNDP prepare and submit final evaluation report.	Draft evaluation report Final evaluation report	5 working days between 25 August -15 September 2016

The evaluation report should at a minimum include the following contents:

- Executive summary of assessment
- Introduction
- Description of the evaluation methodology
- An analysis of the situation
- Key findings, including lessons learned and best practices
- Conclusions and Recommendations
- Annexes: ToR, workplan, charts, field visit reports, lists of stakeholders consulted, documents reviewed, etc.

d) Duties and Responsibilities of the Evaluation Team

The Evaluation team will compose of 2 persons, a Team Leader (international) and Evaluation Specialist (national).

The Team Leader will have overall responsibility for the quality and timely submission of the final evaluation report to UNDP. Specifically, the team leader will perform the following tasks:

- Lead and manage the evaluation;
- Design the detailed evaluation scope and methodology and approach;
- Ensure efficient division of tasks within the evaluation team;
- Conduct the outcome evaluation in accordance with the proposed objective and scope of the evaluation;
- Oversee the administration and analysis of the results of the data collection exercise;
- Prepare and present a briefing to UNDP and other interested parties on initial findings
- Draft and communicate the evaluation report;
- Finalize the evaluation report in English and submit it to UNDP.

The Evaluation Specialist will support the Team Leader to carry-out and complete the evaluation, with specific responsibility over the field work. Specifically, the Evaluation Specialist will perform the following tasks:

- Review documents and provide substantive support to defining evaluation scope, methodology and field-work plan;
- Conduct the evaluation in accordance with the proposed objective and scope of the evaluation;
- Carry out field work and data collection while ensuring the quality of data;
- Communicate fieldwork findings and recommendations to the Team Leader and provide technical support to the analysis of the findings;
- Assist the Team Leader in preparing a briefing on initial findings;
- Draft related parts of the evaluation report as agreed on the division of labor with the Team Leader; and
- Assist the Team Leader in finalizing the evaluation report through incorporating suggestions received.

3. SCHEDULE OF PAYMENTS

Milestone	Deliverable	Expected completion date	Percentage of total contract amount
1	Inception Report including the evaluation design, methodology, and evaluation work plan.	15 th August 2016	20%
2	Consolidated data set from field visits and key informant interviews Presentation of initial findings	10 September 2016	40%
3	Draft evaluation report Final evaluation report	15 th September 2016	40%

Invoices shall be paid within 30 days of the date of their acceptance by UNDP.

4. QUALIFICATIONS

Firm:

- Presence in Myanmar;
- Minimum 5 years of organizational experience in research, monitoring, evaluation community and local development interventions in Myanmar. International comparative advantage is a distinct advantage.
- Strong technical competencies in livelihoods, social cohesion and peacebuilding.
- Sufficient management and organizational capacity to handle this assignment and be able to mobilize the right caliber of staff to achieve all deliverables successfully and within the given timeframe.

Team Leader (international)

- An advanced degree in sociology, rural development, economics, development studies, conflict management or relevant field;
- Minimum 7 years of professional expertise in evaluation and impact assessment of crisis prevention, recovery, livelihoods or peacebuilding projects and programmes;
- Extensive knowledge of result-based management evaluation, as well as participatory monitoring and evaluation methodologies and approaches is essential;
- Demonstrated analytical, communication and report writing skills is essential;
- Strong task management and team leading competencies is essential;
- Fluency in written and spoken English is essential;
- Sound knowledge and understanding of gender and conflict sensitivity, and social inclusion is essential;
- Knowledge of Myanmar is preferred;
- Excellent interviewing skills, including at high levels is preferred;

Evaluation Specialist (national)

- Advanced degree in sociology, rural development, economics, development studies, conflict management or relevant field;
- Upto 5 years substantive expertise in recovery, development or social transformation programmes in crisis-recovery contexts, in addition to demonstrable evaluation and/or project or programme management experience;
- Prior experience in Myanmar;
- Strong experience in conducting evaluations including in participatory data-collection and dialogue facilitation.
- Strong capacity for data collection and analysis;
- Excellent coordination and team working skills;
- Demonstrated analytical, communication and report writing skills;
- Good knowledge of written and oral English. Myanmar language skills is essential.

5. SELECTION CRITERIA

Highest Combined Score (based on the 70% technical offer and 30% price weight distribution).

Criteria for Technical Evaluation (Total 70 points).

Summary of Technical Proposal Evaluation Forms		Points Obtainable
1.	Expertise of Firm / Organization	25
	- Minimum 5 years of organizational experience in research, monitoring, evaluation community and local development interventions in Myanmar. International comparative advantage is a distinct advantage.	10
	- Strong technical competencies in livelihoods, social cohesion and peacebuilding.	10
	- Sufficient management and organizational capacity to handle this assignment and be able to mobilize the right caliber of staff to achieve all deliverables successfully and within the given timeframe.	5

	<ul style="list-style-type: none"> - Excellent coordination and team working skills; - Demonstrated analytical, communication and report writing skills; - Good knowledge of written and oral English. Myanmar language skills is essential. 	
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June 2016

ToR approved by:

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Pillar 1, Local Governance Programme

UNDP Myanmar

July 2016