

TERMS OF REFERENCE
Evaluation of the Environmental Governance and Disaster Resilience Pillar
of the UNDP Country Programme in Myanmar

Title:	Evaluation of the Environmental Governance and Disaster Resilience Pillar of the UNDP Country Programme in Myanmar
Type of Contract:	Individual Contract (national)
Start/End Dates:	Dec. 2016 - Feb. 2017
Estimated working days:	30 working days
Supervisor	Team Leader (Environmental Governance and Disaster Resilience)
Location	Home-based with travel to Yangon, Nay Pyi Taw and additional 2 townships in Myanmar
Country	Myanmar

I. BACKGROUND AND CONTEXT

The UNDP Country Programme (2013- 2017) was developed during late 2011 and 2012 with a focus on governance focused as guided by the UNDP Executive Board' s approval and the need of the country at that time of transition to a new democratic nation. It marked a significant departure from previous UNDP interventions (since 1993) that focused on grass-roots livelihoods and microfinance support. The UNDP Myanmar Country Programme (2013-17) aims to promote local governance, growth and sustainable development with the emphasis on rights-based, gender sensitive, inclusive and equity. This goal is being pursued through three complementary pillars, where Pillar I focuses on strengthening local governance, Pillar II on Environmental Governance and Disaster Resilience and Pillar III on strengthening responsive and inclusive governance. It required UNDP to forge new partnerships with state institutions- government, parliament, the courts- which had limited experience engaging with international stakeholders, limited exposure to democratic governance and human rights principles and other international standards and best practices, and limited exposure to how other countries in the region and the globe had strengthened institutions, pursued reforms, or overcome development challenges.

UNDP's interventions in Environmental Governance, Climate and Disaster Resilience emphasize the critical links between environmental sustainability and efforts to eradicate poverty, reduce inequalities, and strengthen resilience in Myanmar. The resilience of communities depends upon biodiversity and healthy ecosystems, and the goods and services they provide. Threats to development and community resilience from climate change and disasters are increasing and undermine human welfare, ecosystem services and development gains of Myanmar over the years. Unless urgent actions for improving natural resource management, climate change mitigation, adaptation are undertaken at all levels, it can lead to resource scarcity, mass migration, disruption of livelihoods and production, ultimately disrupting community resilience and sustainable development.

UNDP's work in this area focuses on the following interlinked strategies:

- 1) Building an Enabling Environment by strengthening institutions for environmental conservation, climate change mitigation, adaptation and disaster risk reduction, to ensure that the respective government ministries, departments have the necessary policies, strategies with the mechanisms for implementation, coordination, resource mobilization and monitoring based on the concrete data and statistics.
- 2) Integration of environmental concerns, climate change and disaster risk reduction into national and sectoral plans and strategies, to ensure that development in Myanmar does not happen at the expense of environmental degradation and is not exposed to recurrent disaster risks.

- 3) Biodiversity conservation through integrating biodiversity and ecosystem management into development planning and production sector activities, and strengthening the protected area system, to protect the biodiversity and ecosystems of Myanmar to secure livelihoods, food, water and health, enhancing resilience for its people.
- 4) Promoting institutional and community capacity for climate change mitigation through the implementation of Myanmar REDD+ Readiness Roadmap, and access to renewable energy, to support the government for reducing emissions from the forest sector and, to ensure communities' participation in forest conservation

The outcome statement of the Environmental Governance and Disaster Resilience Pillar is: 'Reduced vulnerability to natural disasters and climate change, improve environmental and natural resource management, and the promotion of energy conservation through access to affordable and renewable energy, particularly in off-grid local communities.' The Outcome includes three output areas at the beginning of the UNDP Country Programme. They are intended for carrying out the following work:

- Disaster Risk Reduction and climate change adaptation: Strengthening capacities to adapt to climate change and reduce disaster risk at national, regional and local levels.
- Environmental Governance and Natural Resource Management: building institutional and communities' capacity for environmental conservation and use of natural resources.
- Access to Rural Renewable Energy: Improving access to energy in rural areas(including increasing access to rural, off-grid electricity supply).

However, with concurrence of the government partners and the stakeholders, the Output Area for "Access to Rural Renewable Energy was dropped as an individual Output Area, and merged under the "Environmental Governance and Natural Resource Management Output" in early 2014.

Each of the Output Area work is composed of the UNDP' s support to the union government and specific projects funded by bilateral donors and global funding mechanisms (such as Adaptation Fund and Global Environment Facilities). Each Output team is led by a Programme Specialist/Programme Analyst who overall ensures the quality and delivery of the work under the respective Output Areas of the Country Programme. The Output Lead is supported by a Programme Associate and the programme/project implementation teams who based in Yangon, Nay Pyi Taw and Mandalay (Patheingyi). The Team Leader of the Environmental Governance and Disaster Resilience Pillar of UNDP assures the overall quality and delivery of the programme implementation under the Pillar II.

The Results and Resources Framework of the Environmental Governance and Disaster Resilience Pillar outlines the outputs, indicators, baselines, targets, and indicative activities and resources. The evaluation provides an opportunity to undertake a comprehensive review of UNDP' s contribution to enhancing environmental governance, natural resource management, climate and disaster resilience capacities in the country. It also comes at a time when UNDP is developing proposals for future programming, and when the new government is identifying and articulating its emerging needs.

II. PURPOSE OF THE EVALUATION

This is a mid-term evaluation of the Environmental Governance and Disaster Resilience Pillar, under the current Country Programme Action Plan for Myanmar (2013-2017).

It will primarily be used by UNDP to inform the development of the future Country Programme Document (2018-22) for UNDP in Myanmar, which will be developed from late in 2016. Among other factors, the recommendations will guide the extent and nature of UNDP' s engagement in environmental governance, natural resource management, climate change mitigation and adaptation, disaster risk reduction, gender equality and contributing to sustainable development in Myanmar. In particular, it will inform decisions about: which focus areas among and within the two current outputs will continue to be a

part of the programme, and possibly new areas for consideration within UNDP' s comparative advantage.

As evaluation results will only be available with one year left in programming, the evaluation will not be primarily used to establish significant course-corrections for the remaining year, however it will be used to inform how programme resources are to be prioritized for 2017 and inform improvements to management and monitoring practices, and provide suggestions on preliminary work ahead of a the new Country Programme.

The evaluation comes after a 2015 mid-term evaluation of the Country Programme which considered largely process related issues, finding it too soon to gather information about change. Two additional evaluations will take place concurrently with this one: Outcome Evaluation of the Local Governance and Local Development Programme, and the other one for the Democratic Governance Programme.

III. SCOPE AND OBJECTIVES

The evaluation' s scope will be to measure UNDP' s contribution to the achievement of the outcome. As such, it will consider all activities; results; strategies; operational measures; monitoring, implementation, management and staffing arrangements; and partnerships and resource mobilization of the Environmental Governance and Disaster Resilience Pillar. It will consider all work between March 2013 and the start date of the evaluation (Q4 2016), and in all geographic areas of implementation. Target groups for the evaluation will include government departments, implementing partners (including CSOs), funding partners, UN collaborating agencies, and UNDP staff and management.

The evaluation provides an objective and independent assessment of UNDP' s contribution to higher level results so far, and recommendations on programme approaches, focus areas and management arrangements for the future. It should:

- Indicate the status of achievement of contribution towards the outcome, evaluating the programme' s achievements and the resulting changes in the promotion of environmental governance and disaster and climate resilience, towards strengthened capacities of institutions and communities.
- Assess whether the outcome model has been relevant and appropriate to promoting environmental governance and disaster and climate resilience, and whether assumptions and risks remain valid.
- Assess whether the programme management and implementation have been effective to achieving sustainable results, and whether monitoring arrangements have been appropriate to measure progress - the evaluation will also assess the programme structure in place
- Provide clear guidance on which programme focus areas are the most strategic and relevant, and which UNDP is positioned to effectively and efficiently support, in line with the vision and priorities of the new government.

Recommendations for future programming will be guided by considerations of: UNDP' s comparative advantage and mandate, national priorities, sustainability and future perspectives for resource mobilization.

IV. EVALUATION QUESTIONS

The evaluation will be guided by the following criteria and questions:

Relevance:

- To what extent is UNDP' s engagement a reflection of strategic considerations, including UNDP' s role and comparative advantages in Myanmar?

- To what extent was the interlinked strategy presented in the outcome setting relevant and appropriate vision on which to base the initiatives?
- How did the programme promote UNDP principles of gender equality, human rights based approach, and conflict-sensitivity?
- To what extent does this work respond to UNDP's mandate and to national priorities? Which of the existing programme areas are the most relevant and strategic for UNDP to consider going forward?
- How has UNDP positioned itself strategically in the development field in the area of environmental governance and disaster and climate resilience in Myanmar, and established its particular value-added/niche?

Effectiveness:

- To what extent has progress been made towards outcome achievement? What has been UNDP's contribution to change?
- What have the key results and changes been? How has delivery of the outputs contributed to outcome-level progress?
- How has the programme's approach been effective, or ineffective, in ensuring progress towards the outcome?
- To what extent was UNDP's selected method of delivery appropriate to the development context?

Efficiency:

- Have resources (funds, expertise, time, staffing) available to the program been used in the most appropriate and economic way possible towards the achievement of results?
- Has the programme managed implementation in multiple locations efficiently?
- How vertical projects contributed in an efficient way to achieve results?

Sustainability:

- What indications are there that achievements so far will be sustained (e.g. national ownership, national systems and structures, individual capacity)
- To what extent has fostering international and South South Cooperation and knowledge management contributed to the sustainability of the programme?
- How will concerns for environmental governance and disaster and climate resilience, gender equality and human rights be taken forward by key stakeholders?
- How will partnerships and current approaches to resource mobilization sustain the programme?

It will document lessons learned, and provide specific recommendations for future programming.

V. REFERENCE DOCUMENTS

These will be provided to the evaluators at the start of their assignment.

1. Mid Term Evaluation of the UNDP Myanmar Country Program (2015)
2. List of key stakeholders and partners and suggested resources
3. UNDP Programme Narrative (2015-2017)
4. Environmental Governance and Disaster Resilience Outcome model and Results and Resources Frameworks (2014 - 2017)
5. Annual Workplans (2013 - 2016)
6. Output and Outcome Reports (2013- 2016)

7. Monitoring Framework and Results Matrix
8. Organogramme
9. UNDP Evaluation Policy
10. UNEG Ethical Guidelines for Evaluation / Code of Conduct (2008)
11. Quality standards for evaluation
12. Example Evaluation Matrix

VI. EVALUATION ETHICS

This evaluation will be conducted in accordance with the principles outlined in the United Nations Evaluation Group Ethical Guidelines for Evaluation (2008) and the UNEG Code of Conduct for Evaluation in the UN System.

VII. EVALUATION TEAM COMPOSITION

The Evaluation Team will be comprised of two (2) persons (one international as Team Leader, and one national consultant as team member). UNDP is recruiting an international consultant in parallel with this national recruitment.

The International Evaluation Specialist (Team Leader) will be responsible for:

- Providing overall leadership on the independent evaluation of the UNDP Environmental Governance and Disaster Resilience Pillar.
- Reviewing desk reviews of relevant documents and leading interviews with government partners, UN / UNDP staff, donors and other partners.
- Leading interviews with civil society actors, INGOs and other stakeholders to establish progress towards outcome.
- gather evidence and collating notes from meetings and other sources of information with support of the local consultant.
- Reviewing the relevance, effectiveness, efficiency, sustainability, and value-added of UNDP ' s Programme in Myanmar.
- Identifying UNDP' s contribution to outcomes.
- Ensuring completion of all the deliverables outlined below: evaluation inception report, draft evaluation report, evaluation brief (if required) and final evaluation report.

The National Evaluation Consultant (Team Member) will be responsible for:

- Providing inputs and insights (based on the context of environmental governance, climate change and disaster risk reduction in Myanmar) to the independent evaluation of the Environmental Governance and Disaster Resilience Pillar of UNDP Country Programme in Myanmar.
- Participating in meetings with government counterparts, UN/UNDP staff, donors and other partners with the Team Leader.
- Providing Myanmar language interpretation and translation for meetings as required, in order to ensure clear communication between the international consultant and meeting participants.
- Providing support and assistance to finalize the mission agenda, meetings and required visits.
- Provide inputs to the deliverables: inception report, draft evaluation report, evaluation brief and final evaluation report.

Peer Group

The Programme Analyst (Environmental Governance) and the Programme Analyst (Disaster Risk Reduction and Climate Change Adaptation) will act as a peer group for this evaluation. They act as a sounding board and will be available for feedback and advice.

Reference Group

UNDP will establish a reference group consisting of the UNDP M&E Specialist, one or more donor representatives and one government representative- the donor representative will ideally have experience in evaluation design, conduct and quality assurance.

The reference group members will provide comments on the inception report, at least one early draft of the evaluation report, as well as a mature draft. They will provide guidance on how to strengthen the quality of the report, including sources of evidence, and quality of analysis and use of evidence.

In addition, UNDP funding partners will have an opportunity to provide written comments on the early draft of the report.

VIII. DELIVERABLES

The evaluation team will be expected to produce the following deliverables:

1. **Evaluation Inception Report:** Prior to embarking on the data collection exercise, the evaluation team will be required to prepare an inception report which details the understanding of what is being evaluated and why; the methodology for the evaluation and any travel plans; along with an evaluation matrix.
2. **Draft Evaluation Report:** The team will be required to submit a draft evaluation report for review, this will be reviewed by UNDP for factual inaccuracies and be shared with the reference group for feedback.
3. **Evaluation Brief:** The team will be requested to present the initial findings and recommendations of the report to UNDP, Myanmar government counterparts, donors, and other key partners, as appropriate.
4. **Final Evaluation Report:** Following receipt of UNDP's initial comments, the team will be required to submit a final report which clarifies and addresses any clarifications requested in the initial review.

Technical criteria for these deliverables are as follows:

	Technical Criteria
Inception Report	<p>It will detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures (in an evaluation matrix). The inception report will propose revisions to the evaluation questions for consultation with the reference group. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. It will be written in clear English.</p> <p>The overall approach and methodology should ensure the most reliable and valid answers to the evaluation questions and criteria within the limits of resources and time. The approach will include interviews with UNDP staff, government counterparts, responsible parties, donor representatives, and other parties relevant to this evaluation, and clearly identify required interviews in the evaluation matrix.</p>

	The approach will be in line with UNDP Corporate Evaluation Policy, including Guidance on Outcome Evaluation, and the UNDP Handbook on Monitoring and Evaluation.
Evaluation Brief	This will clearly show the background, key evaluation findings, and recommendations, in a way that is quickly and easily grasped by partners. It takes the form of a Power-point presentation/handout and verbal presentation. It will avoid use of jargon, be of no more than 30 minutes in length.
Evaluation Report	The evaluation report will address the key evaluation questions in as effective a way as possible given allocated resources, use and cite evidence to back up analysis, and provide clear recommendations which relate to future UNDP programming. It will be required to meet the detailed standards for the evaluation and annexes outlined on p.207 of the PME Handbook. The evaluation will be written in clear and succinct English, avoiding use of jargon wherever possible and deploying a clear paragraph structure and uniform language style in accordance with UNDP editorial guidance.

IX. INSTITUTIONAL ARRANGEMENTS

- The consultant will report to the Team Leader for Environmental Governance and Disaster Resilience on a weekly basis as work against deliverables progresses. They will be accountable to UNDP on the timeliness and quality of the deliverables.
- UNDP will coordinate feedback on deliverables, which will take a minimum of seven working days.
- The consultant is expected to work closely and collaboratively with UNDP staff in Yangon and Nay Pyi Taw for the duration of this assignment.
- UNDP will secure government (and other counterparts/stakeholders) cooperation for this assignment, including visas and travel authorization, and will assist in the facilitation of introduction letters and/or requests for meetings with stakeholders and beneficiaries.
- The consultant will be entitled to apply for reimbursement of costs associated with necessary work-related in-country travel in accordance with UNDP's travel policy.
- UNDP will provide administrative and logistical support with travel and transport arrangements, visas, and processes necessary for successful completion of the assignment, and arrange the consultants' in-country work-related travel.

X. TIMEFRAME

The total working days will be (30) working days during Dec. 2016 to Feb 2017. The timeframe for key tasks is expected to be as follows:

1. Home-based work: 7 working days

- Preparation for mission, review of background documents
- Briefings via skype
- Inception report

2. Mission to Myanmar: 15 working days

- In-country briefings and discussion of inception report
- Field visits, interviews, etc
- Presentation of initial findings and recommendations to UNDP and selected audiences

3. Home-based work: 8 working days

- Drafting of report (5 days)
- Edits on report (3 days)
- Submission of final report.

XI. TRAVEL

The evaluation will involve home-based work and mission travel to Yangon, Nay Pyi Taw, Mandalay and Taunggyi/Nyaung Shwe for the purposes of this evaluation.

XII. PAYMENT SCHEDULE

The consultancy fees will be made upon the satisfactory accomplishments of the respective deliverables as per the following schedule;

Deliverable No.	Description of the deliverables	Expected completion date	Payment
1	Evaluation Inception Report:	10 th December 2016	20%
2	Draft Evaluation Report:	15 th January 2017	40%
3	Evaluation Brief:	31 st January 2017	
4	Final Evaluation Report:	28 February 2017	40%

XIII. RECRUITMENT QUALIFICATIONS

- A university degree (Bachelor's degree) is required. Master's degree in natural resource management, disaster risk management, environmental policy, climate change, social sciences, development studies is preferable.
- At least 3 years of technical work experience in fields relating to disaster risk management, environment, climate change, social sciences, public administration, management, international relations or any other relevant field is required.
- Experience in facilitation and interpretation, and written translation of documents between English and Myanmar is required.
- Proven expertise and experience in conducting evaluations and project/program assessments is highly desirable.
- Fluency in spoken and written Myanmar language.
- Excellent command of the English language (written and spoken) is required.
- Strong analytical skills.
- Myanmar national.

XIV. CRITERIA FOR SELECTION OF THE BEST OFFER

Combined scoring method – where the qualifications will be weighted 70 % and combined with the price offer which will be weighted 30%. The criterial for qualifications obtainable score: 100 points. Only candidates obtaining a minimum 70 points would be considered for the financial evaluation.

- Relevant Personnel Education: 10 points
- Minimum experience: 20 points

- Demonstrated experience in undertaking similar assignments: 30 points
- Previous experience in UNDP, UN, Red Cross or other international agencies: 10 points
- Proposed methodology: 30 points

XV. SIGNATURES- POST DESCRIPTION CERTIFICATION

A handwritten signature in blue ink, appearing to be 'Lat Lat Aye', written in a cursive style.

Lat Lat Aye
Team Leader (Environmental Governance and Disaster Resilience)