

## ANNEX 1

### TERMS OF REFERENCE (ToR)

#### Individual Consultant to Build Impact Assessment Capacity in Trinidad and Tobago Philanthropic Organizations

##### 1. Introduction/Background

Trinidad and Tobago's private sector and its corporate social responsibility are the Caribbean's most developed. The country's companies are generous, spending 2-4 percent of their annual expenditure on CSR. Energy companies alone give about TTD 57 million a year. In comparison, the Ministry of Social Development's allocation for social programmes is about TTD 28 million. Many large companies have dedicated departments or foundations for undertaking their CSR, including Massy Group, Ansa McAl, bpTT, Shell, Nestle, Guardian Holdings, Scotiabank, First Citizens Bank, Digicel, Angostura, the National Gas Company and Atlantic. While CSR is considerable, its contribution to national development seems marginal and has not been properly quantified. Most companies do not embed CSR issues into their strategies and operations. Instead, the dominant approach to CSR is philanthropy. This can be partly explained through practices that emerged during colonialism, when the most prominent expression of a business owner's duty to society was charity. This has persisted, with most companies describing their CSR as charitable giving to needy causes and sponsorship of events that boost the firms' reputation. This approach means CSR is not aligned with national development goals and derive limited positive, sustained impacts for Trinidad and Tobago. Relegating CSR to low-impact charity and sponsorships also means most companies do not undertake formally or rigorously evaluate their CSR. Without sufficient monitoring, evaluation and impact assessment, the few CSR actions with developmental implications are poorly planned, executed and governed, resulting in underperformance, duplication of effort, collaborative approaches being overlooked, and inefficient use of resources.

Corporate philanthropy also faces increasing pressure to demonstrate that it has strategic value, is cost-effective and is aligned with businesses' needs. To realise meaningful benefits, philanthropy must be executed no less professionally, proactively and strategically than other core business activities. Companies and managers of their corporate giving need to assess whether their grantees are achieving the intended results, and to determine their grants' returns on investment in terms of social results and value added to the business. Investors also increasingly want the companies in which they invest to be socially responsible. Philanthropists need ways to hold their grantees accountable and to assess their grants in order to make decisions about future giving. However, measuring the results and value of corporate giving is one of philanthropy's greatest challenges. Social and business benefits often accrue as intangible assets, such as the company's reputation, that are hard to measure. Consequently, many companies pay little attention to assessing the returns on investment of their philanthropy and use less-formal methods, like stories, to show they are "doing the right thing." While such anecdotal approaches may publicise a philanthropic programme's successes, data-based

evidence that quantifies the positive effects of corporate philanthropy are needed to allow companies to develop meaningful, long-term strategies around their philanthropic engagement. If philanthropy is to progress, philanthropists must improve their assessment capacities and clarify what they need in terms of impact evidence.

The resource mobilisation strategy for the UN Country Team in Trinidad and Tobago, and for the accomplishment of the Sustainable Development Goals in the country, includes increased private sector contributions, and recognises that CSR in Trinidad and Tobago must become systematically aligned with the country's development goals. The strategy will be realised only if corporate philanthropists can determine if and understand how their activities created impact in relation to internationally accepted benchmarks of developmental accomplishment, including the Sustainable Development Goals' indicators and the capacity of funded initiatives to sustain themselves without additional financing; and when private financiers of development actions are able make more strategic decisions regarding their future giving.

Therefore, under the guidance of the UN Resident Coordinator, the Trinidad and Tobago UNCT seeks to contract the services of a consultant to build the monitoring, evaluation and impact assessment capacities of corporate philanthropists, and promote systems thinking among private funders of development actions to help them identify the interventions that offer the greatest potential for changing the underlying factors in the problems they are addressing.

## **2. Purpose and Specific Objectives: Duties and Responsibilities**

Purpose: The aim of this assignment is to contribute to better planned and managed corporate philanthropy in Trinidad and Tobago that is more aligned with the Sustainable Development Goals and the country's development priorities, and which yields greater social impacts and returns on investment.

## **3. Specific Objectives**

- i. To strengthen the monitoring, evaluation and impact assessment systems, capacities and practices of corporate philanthropic organizations, and their capacities for evidence-based programme planning; and
- ii. To promote the use of the Sustainable Development Goals' indicators as planning and impact assessment tools by corporate philanthropic organizations.

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## **4. Scope of Consultancy Assignment**

The assignment is for a period of 48 working days.

The consultant shall undertake but not be limited to the following activities:

- Review and evaluate the monitoring, evaluation and impact assessment capacities, tools and systems in, and training needs of, Trinidad and Tobago corporate philanthropic entities so that their programming would increasingly and more effectively address the country's developmental gaps;
- Provide training, mentoring and technical guidance to strengthen capacity in corporate philanthropic organizations' leadership and staff for monitoring, evaluation and impact assessment of the initiatives they fund, and for developing measurement methods, indicators and targets that are consistent with the Sustainable Development Goals;
- Develop a self- and peer-training toolkit that allows corporate philanthropic organizations that do not participate in the consultant-administered training to independently build the

monitoring, evaluation and impact assessment capacities of their decisionmakers and staff, and to develop indicators and targets that are consistent with the Sustainable Development Goals and Trinidad and Tobago's Vision 2030 National Development Plan.

## **5. Methodology**

The consultant will develop a technically sound methodology in accordance with international monitoring, evaluation and impact assessment standards, and which maximises beneficiary participation and is consistent with the Sustainable Development Goals and the Vision 2030 National Development Plan.

The methodology will include:

- Desk review and interviews with key informants from corporate philanthropic entities and the development community to collect information on the monitoring, evaluation and impact assessment capacities in Trinidad and Tobago corporate philanthropic entities;
- Analytical processes to evaluate corporate philanthropic organizations' training and technical support needs in monitoring, evaluation and impact assessment;
- Strategy development to simultaneously address identified shortcomings and integrate the Sustainable Development Goals into the planning and execution of philanthropic initiatives;
- Develop a curriculum for training of corporate philanthropic organizations' leaders and staff on monitoring, evaluation and impact assessment, preparation of the requisite instructional materials and implementation manuals and tools, and design and facilitate a two-day training workshop to impart knowledge to participants;
- Assessments of the post-instruction levels of understanding of monitoring, evaluation and impact assessment principles and techniques among trainees, and the development of a learning plan and follow-up actions to address identified shortcomings;
- On-site visits to corporate philanthropic organizations to provide technical guidance to their leaders and staff on the deployment of the imparted knowledge, and the tailoring of their learning to their specific contexts;
- Develop a self- and peer-training toolkit that allows corporate philanthropic organizations that do not participate in the consultant-administered training to independently build the monitoring, evaluation and impact assessment capacities of their decisionmakers and staff.

## **6. Working Arrangements**

- The Consultant will work under the overall guidance of UN Resident Coordinator and the UN Country Team (UNCT).
- The Consultant will be supervised by the Head of UN Resident Coordinator Office (RCO), under the overall guidance of the UN Resident Coordinator.
- The Consultant will work daily with the RCO and the UNCT focal points, who will oversee and guide their work.

Responsibilities of the UNCT:

- Under the leadership of UN Resident Coordinator, the UNCT will be responsible for oversight and guidance of activities to strengthen the monitoring, evaluation and impact assessment systems, capacities and practices of corporate philanthropic organizations, and the promotion of the Sustainable Development Goals' indicators as planning and impact assessment tools philanthropy.
- The UNCT will guide the consultant in formulating the work's methodology and preparing the project's deliverables, review the project's deliverables and guide their revision, provide the consultant with all available key Government, UN and other stakeholder documents needed to undertake the assignment, and assist the consultant with identifying key stakeholders to be consulted.

#### Responsibilities of the Consultant:

- Under the overall guidance of the UNCT focal points, the Consultant will implement actions to strengthen the monitoring, evaluation and impact assessment systems, capacities and practices of corporate philanthropic organizations, and promote the use of the Sustainable Development Goals' indicators as planning and impact assessment tools by philanthropists.
- The consultant will be responsible for formulating the work's methodology and preparing the project's deliverables, revise the project's deliverables to address the UNCT's criticisms, prepare materials and tools that are needed to fulfil the consultancy's objectives, conduct consultations with key stakeholders in consultation with the RCO, design, conduct and facilitate a two-day training workshop for identified corporate philanthropy leaders, provide post-training support to corporate philanthropic organizations in the field, and integrate the UN Guiding/Programming Principles into the planning and execution of the assignment.

## 7. Deliverables

### *Deliverable 1. Inception Report*

To include a work plan, methodology, and timeline, and serve as a means of ensuring mutual understanding of the consultant's plan of action and timeline for conducting the evaluation. It also provides additional guarantee of adherence to and interpretation of the Terms of Reference.

Location: Home Based

Duration: 4 working days (October 2020)

Payment schedule: 10% of total value of contract

### *Deliverable 2. Needs Assessment*

To provide an analysis of philanthropic organizations' strengths and weaknesses regarding their monitoring and evaluation and impact assessment capacities. The document should contain a Capacity Development Strategy with recommendations for the most suitable, effective and affordable modes of capacity development to address the identified needs.

Location: In-country travel

Duration: 10 working days (October 2020)

Payment schedule: 10% of total value of contract

### *Deliverable 3. Training Proposal*

To include instructional materials on monitoring and evaluation and impact assessment that is informed by the outcomes of the Needs Assessment and tailored to audiences of business leaders and the operational staff of philanthropic entities.

Location: Home-based

Duration: 10 working days (October 2020)

Payment schedule: 10% of total value of contract

### *Deliverable 4. Two-Day Training Workshop*

To be of not less than 12 contact hours, delivered to 12-20 participants from 6-10 corporate philanthropy organizations, and developed in consultation with Trinidad and Tobago's UN Resident Coordinator. Following delivery, the consultant is to submit a Workshop Report that summarises feedback from participants, the trainees' assessment results, and a proposal to address any additional capacity building that is needed.

Location: In-country travel

Duration: 6 working days (November 2020)

Payment schedule: 20% of total value of contract (upon approval of the Workshop Report)

#### *Deliverable 5. Post-Workshop Support*

During which the consultant helps trainees and their organizations refine their knowledge and skills for a cumulative 60 hours in the month following the Workshop. The consultant is to submit a Consultations Report that summarises feedback from those receiving support, and a proposal to address their additional capacity building needs. To be completed within 13 weeks of commencing the assignment.

Location: In-country travel

Duration: 12 working days (November 2020)

Payment schedule: 20% of total value of contract (upon approval of the Consultations Report)

#### *Deliverable 6. Final Report*

To summarise the work's main findings and recommendations, have all the developed training materials and manuals in their final form, and contain a toolkit that allows philanthropic organizations that were not involved to self-train in the monitoring and evaluation and impact assessment of their work.

Location: Home-based

Duration: 6 working days (November-December 2020)

Payment schedule: 30% of total value of contract (upon approval of the Report)

## **8. Competencies**

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Education:

- An advanced degree (Masters level or higher) from an approved university in monitoring and evaluation, development studies, economics, social sciences, or any other related field.

Experience:

- A minimum of five years' experience in conducting monitoring and evaluation related capacity needs assessments (work with philanthropic organizations would be an asset).
- At least five years of experience working in building organizational capacity for monitoring and evaluation and impact assessment (focus on development work in emerging economies preferred).
- Advanced facilitation skills and a proven record of conducting trainings and workshops in the topics mentioned above;
- Good contextual knowledge of Trinidad and Tobago's philanthropic or corporate social responsibility sector (working relationships within the sector would be an advantage);
- Good knowledge of the Sustainable Development Goals and their indicators; and
- Strong interpersonal skills and the ability to communicate and work with diverse people.

## **9. Languages**

Excellent analytical writing and oral presentation in English. Application procedure and documents to be submitted in English.

Interested Consultants must submit the following documents/information to demonstrate their qualifications on or before the suggested deadline to [procurement.tt@undp.org](mailto:procurement.tt@undp.org)

- i. **Technical Proposal** – This will explain why they are the most suitable for the work, providing a brief methodology on how they will approach and conduct the work, and highlighting their relevant work experience and skills for the assignment. The consultant’s curriculum vitae, outlining detailed qualifications, experience and skills should be presented.
- ii. **Financial proposal** – This will include the fees and incidental costs considered inherent to the consulting.

The UNDP will enter into a contract based on a lump sum amount. The financial proposal shall represent a detailed, justified and “all inclusive” amount. In order to assist UNDP in the comparison of financial proposals, the financial proposal shall be explained as the total daily cost for the duration (maximum 48 days) of the consultancy period.

Proposals not meeting the above requirements will be rejected.

#### 10. Evaluation Criteria

**Method:** Highest total score of weighted desk review and financial criteria: The price proposals of all consultants, who have attained a minimum 70% score at the Desk Review, will be compared. UNDP will award a contract to the individual who receives the highest score out of a predetermined weighted, Desk Review and Financial criteria as follows: 70% Desk Review criteria, 30% Financial criteria.

**Table 1**

| Criteria  | Points |
|---|--------|
| Relevance of Education/ Degree  | 10     |
| Review of Technical Proposal  | 10     |
| Five years’ experience in conducting monitoring and evaluation related capacity needs assessments.          | 25     |
| Experience working in building organizational capacity for monitoring and evaluation and impact assessment. | 25     |
| Advanced facilitation skills and a proven record of conducting trainings and workshops.                     | 25     |
| Knowledge/Experience of SDG’s   | 5      |
| Total   | 100    |

Once the candidates have attained a score of at least 70% on the desk review, based on the requirements in the Terms of Reference, only then, their financial proposals to be evaluated.

*The final evaluation process is based on a 70:30 weighting, with 30 points being allocated to the financial component.*

The following formula (cumulative analysis) is used to determine the financial scoring:  $p = y (\mu/z)$ ,

Where:

p = points for the financial proposal being evaluated

y = maximum number of points for the financial proposal

$\mu$  = price of the lowest priced proposal

z = price of the proposal being evaluated

**Additional requirements for recommended contractor:**

The recommended Individual contractor below age 65 is required to submit a statement of good health and a copy of his/her medical insurance prior to commencement of services in any offices or premises of UNDP, or before engaging in any travel required by UNDP, or connected with the performance of the Contract. Medical examination not required.

The recommended Individual contractor aged 65 and older is required to submit a statement of good health signed by a recognized physician and a copy of his/her medical insurance prior to commencement of services in any offices or premises of UNDP, or before engaging in any travel required by UNDP, or connected with the performance of the Contract. The medical examination shall be paid by the consultant.