



TERMS OF REFERENCE

Assignment Title	Monitoring and Evaluation Specialist
Project	ENCORE (Enabling Community Resilience and Recovery)
Type of Contract	Individual Contract (International)
Contract Period	September-December 2022
Supervisor	Deputy Resident Representative and Community Driven Development (CDD) Technical Advisor
Location	Yangon with travel to field locations (if the security situation allows)
Country	Myanmar

A. BACKGROUND

In response to the prevailing multi-dimensional crisis in Myanmar, UNDP has put together the Community First Programme (CFP), representing UNDP's strategy in Myanmar from 2021 to 2023. The CFP consolidates UNDP's development efforts in Myanmar and pivots its focus toward supporting community recovery, building resilience, and meeting the basic needs of the most vulnerable populations.

The Enabling Community Recovery and Resilience (ENCORE) Project is a critical component of the UNDP CFP. ENCORE aims to empower the most vulnerable communities from crisis to recovery and then to long-term development and resilience through a range of short-term, intermediate, and long-term interventions (Figure 1). Specifically, the project shall work closely with these vulnerable communities to (i) address their most basic needs, (ii) restore livelihoods, (iii) rehabilitate basic community infrastructure, (iv) recover community resources, (v) address environmental issues and promote the use of renewable energy and climate-friendly technologies, while, at the same time, (v) continuously building community disaster preparedness and capacities to manage risks.

Strategic phasing of ENCORE Interventions. ENCORE was initially envisaged as a community-driven development (CDD) project. However, within the current situation, participatory approaches would tend to constrain the responsiveness of interventions at project onset, given the urgency of needs. Thus, the project implementation strategy has been adjusted to a phased approach to make it responsive to the actual situation and needs at each project site. Phase 1 will mainly focus on basic priority needs with minimal participatory approaches in preference to the urgency of delivery. Participatory CDD approaches will be gradually introduced in Phase 2 to initiate the recovery process and in Phase 3 for initiating long-term development in project sites where this has become feasible. In addition, a 3-tiered approach will be adopted for project entry into the 52 townships, based on ongoing access and field presence¹. These strategic adjustments would support the immediate creation of ENCORE's footprint on the project sites.

¹ Tier 1 includes townships where UNDP has ongoing projects, Tier 2 includes areas with UNDP Field Office (FO) presence, and Tier 3 includes new locations for coverage/expansion in 2023 (Annex 1).

Addressing Basic Needs as a Strategic Point of Entry. Gaining access and an eventual foothold in target project sites would represent a vital project milestone. Providing rapid crisis responses as an entry point in Phase 1 is likewise a strategy to (i) minimise exposure to programmatic and fiduciary risks by starting with small scale short term interventions, (ii) quickly respond to basic survival needs that typically preoccupy the mindset of crisis-affected communities, (iii) 'test the waters' and gain knowledge on how to deliver assistance to vulnerable communities within the complex and widely varying operating conditions, (iv) build trust among local stakeholders and establish a foothold in the project sites, and (v) setup the necessary conditions and mechanisms for expanding operations and project interventions. Most importantly, this strategy would allow for a rapid upscaling of ENCORE coverage in line with the proposed accelerated implementation.

Leveraging the TDLG pilots. UNDP's Township Democratic Local Governance (TDLG) project facilitates the ground preparation for UNDP's Community First Programme (CFP) through the implementation of community driven pilots. These are expected to benefit around 100,000 individuals from the infrastructure projects and the delivery of basic and intermediate needs in pilot areas. In addition, the pilots are expected to richly produce a wide array of important lessons, including (i) negotiating and establishing access to project sites, (ii) facilitating community-led prioritisation, planning and implementation of crisis and recovery interventions, (iii) good practices for making site-specific project adjustments in view of the widely varying operational contexts across project sites, and (iv) working with a wide range of local actors that likewise vary across project sites. These lessons are important for developing robust methodologies for ENCORE, thus supporting its rapid rollout.

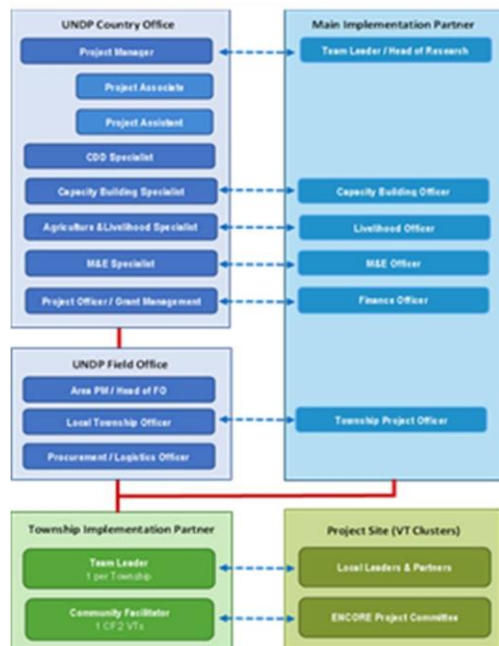
Integrating lessons across the various initiatives. Aside from those mentioned above, some ongoing pilots contribute to the development of ENCORE's interventions and coverage. Among these are the home gardening pilots in Kachin, Shan, Mandalay and Mon and the household solar lighting systems in Magway. As of February 2022, the combined reach of these two initiatives was 20,360 individuals (18,600 for home gardening and 1,760 for household solar lighting). An active interchange of lessons between the TDLG pilots and these ongoing UNDP initiatives, would be ensured through UNDP's M&E and Knowledge Management system and would be used to strengthen the design support for the rapid rollout of ENCORE. It is expected that all project methods and approaches would have been tested and strengthened at the end of the next six months, thus enabling a robust implementation methodology for the ENCORE rollout.

Accelerated Project Implementation. UNDP has launched an accelerated implementation strategy for ENCORE to reach at least one million vulnerable individuals in approximately 37 of the 52 project townships within the next six months through the above implementation strategies.

B. SCOPE OF WORK, OUTPUTS AND DELIVERABLES

The Monitoring and Evaluation (M&E) Specialist will be responsible for overseeing and guiding the development of the ENCORE project's Monitoring, Evaluation, and Learning Framework (MELF), and developing and establishing the project's Monitoring and Evaluation (M&E) system, including data collection and storage, updating of Project data, data analysis to inform planning, implementation, and management decision-making, and information and data sharing and reporting. S/he shall provide capacity building and technical assistance (TA) support to the UNDP ENCORE country office (CO) and field office (FO) teams, the Main Implementation Partner (MIP), and the Township Implementation Partner (TIP), and all units and individuals involved in the implementation of ENCORE, as illustrated in the ENCORE Implementation and Coordination structure on the MELF and systems, and other M&E-related concerns (Figure 1). S/he shall likewise be responsible for the installation and functionality of the ENCORE Feedback Handling Mechanism (FHM) and shall collaborate with other relevant UNDP units to ensure project data are integrated with the overall UNDP M&E system.

Under the overall guidance of the Deputy Resident Representative (DRR) and the CDD Technical
Figure 1. ENCORE Implementation and Coordination Structure



Adviser, and in close collaboration with the ENCORE Project Manager, the M&E Specialist shall be responsible for:

1. Designing, developing, and rolling-out the ENCORE MEL system. The M&E Specialist shall contribute to ENCORE implementation by: (i) leading the design, development, pilot implementation, and enhancement of the ENCORE MEL system and tools, in close collaboration with the DRR, PM, CDD TA, ENCORE M&E Officer (IUNV), MIP M&E Officer, and other relevant UNDP units, (ii) planning, coordinating and leading the preparation and implementation of monitoring workplans, (iii) supervising the development and setting-up of the ENCORE M&E database, ensuring that current, complete, and correct data for Project M&E are available in the system, and the M&E forms, tools and processes are continually adjusted to meet the evolving needs of the Project.
2. Training of Field Implementers on the ENCORE MEL. The M&E Specialist together with the TCB Specialist shall support the rapid implementation of the ENCORE project by (i) identifying training needs of project implementers on MEL, (ii) determining the training strategies and approaches that are suitable to the project's operational context, (iii) developing the MEL training design and materials, and (iv) leading the delivery of the MEL training inputs, in collaboration with the UNDP Field Offices, the Main Implementation Partner (MIP) and the Township Implementation Partner (TIP).
3. Developing the overall Monitoring, Evaluation, and Learning Plan and Manual for ENCORE. In parallel with the above functions and making use of the lessons gained from the initial roll-out of the MEL system, the MEL Specialist shall draft the overall MEL Plan and Manual for ENCORE. The MEL Plan and Manual will be used as the reference for MEL activities under the project.
4. Supporting the development of the ENCORE's implementation strategies, policies and procedures related to MEL. In collaboration with the CDD TA, the ENCORE Project Manager, the relevant UNDP units, and the various implementing units of ENCORE, the MEL Specialist shall support the development of ENCORE's implementation strategies, policies, and procedures. S/he will be particularly working in close collaboration with UNDP Myanmar's Development Observatory to ensure programming is evidence-based and relies on strong data and analysis to track the impact of project interventions, with UNDP's Risk Management and Quality Assurance Unit and digital democracy work for matters concerning the rollout of project MEL system, and with UNDP Myanmar's Civil Society Unit to explore partnerships with CSOs on feedback handling, independent third-party monitoring, and evaluation-related analytical work.

It is estimated that up to 30% of the MEL Specialist's time may include fieldwork for consultations and monitoring, requiring a willingness to travel to remote areas and under challenging circumstances.

Key Deliverables

1). Design, develop, and roll-out the ENCORE Monitoring, Evaluation, and Learning (MEL) system.

- i. Establish familiarity with the ENCORE design, implementation guidelines, implementation arrangements, and the relevant UNDP policies and procedures
- ii. In collaboration with the MIP and ENCORE implementation units, undertake a rapid assessment of MEL needs, focusing on the needs that are critical for generating data to inform analysis and decision-making on project operations based on continually evolving conditions on the ground.
- iii. Based on the rapid assessment, develop the MEL framework, design, data management systems, and materials, forms, and templates in collaboration with the ENCORE PM and CDD TA.

2.) Train UNDP CO, FO, and Field Implementers on the ENCORE MEL system.

- i. In collaboration with the TCB Specialist, MIP, and UNDP Field Offices, design and implement a training needs assessment (TNA) of the UNDP Field Teams and the TIP personnel, especially the Community Facilitators, focusing on the required knowledge and skills needed to effectively use the project MEL system.
- ii. Based on the results of the TNA, design and deliver a training design and module on the MEL system for UNDP CO and FO staff, the MIP, and the TIP. The training design should take careful consideration of the nuances of the accelerated project implementation, including timing constraints and operational realities at the project sites.
- iii. In collaboration with the CDD TA and MIP, monitor and evaluate MEL training activities and based on the results, provide recommendations for the improvement of the MEL training design and modules, and provide coaching and mentoring inputs to MEL focal persons as needed.

3) Prepare the overall MEL Plan and Manual for ENCORE.

- i. Compile MEL design documents and materials, training design and modules, assessment and evaluation reports, and other relevant documents on the development and initial training and roll-out of the MEL system.
- ii. Undertake analysis of the compiled documentation and conduct follow-up consultations with ENCORE implementation units.
- iii. Prepare a full draft of the overall MEL Plan and Manual for ENCORE, including among the project results framework, timing of collection of operations data, storage, analysis and reporting, data quality assurance (DQA), and evaluation design including monitoring framework indicators and options for appropriate IT/MIS solutions, and for conducting outcome surveys.
- iii. In collaboration with the CDD TA and ENCORE PM, validate sessions and collect feedback from relevant UNDP units, donors and other stakeholders on the draft plan and manual, and finalize the same based on the feedback and recommendations gathered, ensuring alignments with the other guidelines of ENCORE to be operationalized during the full project rollout.

4) Support the development of the ENCORE's implementation strategies, policies and procedures

- i. Review the ENCORE implementation guidelines and other related documents and provide recommendations to improve their effectiveness.
- ii. Based on the feedback and results of consultation, training, and monitoring activities, provide recommendations to improve the effectiveness of ENCORE's processes and procedures around MEL.
- iii. Provide recommendations, through Technical Reports, on (a) support for MIP and TIP M & E Officers on implementation of the MEL, including data analysis, monitoring, evaluation and reporting, (b) build capacity of the ENCORE CO M&E officers in producing quarterly and annual

- project performance monitoring (PPM) reports, including analysis of MELF indicator results, assessment of progress against work plan, identification of lessons learned, issues, solutions and recommendations, (c) assessing and recommending appropriate (i.e., stability, performance, accuracy and user friendliness) IT/MIS solutions (hardware/software) in support of project M&E tasks, and advise on procurement, installation and subsequent utilization of such solutions, where appropriate, (d) conduct of data quality reviews to inform enhancement of the MEL system and the training of MIP and TIP M&E counterparts.
- iv. Provide support to other UNDP units in ensuring optimal harmonization and integration between the ENCORE MEL system and MIS, and the UNDP CO MEL system and procedures.
 - v. Formulate Terms of Reference (TOR) for M&E of special studies, including Outcome Survey , and Baseline, Mid-Term, and End-line Review

C. EXPERTISE AND QUALIFICATIONS REQUIRED

Academic Qualifications/Education:

Bachelor's Degree in education, community/rural development, economics, social sciences, or other related disciplines

Experience:

- At least 7 years of professional experience, of which 3 years in developing countries.
- Experience in programme/project monitoring and evaluation, including participatory M&E techniques.
- Preferably having experience on donor financed, community-based development projects, project management, and rural development.
- Preferably additional qualifications (e.g., training; short courses) on information technology (IT) applications
- Experience in IT applications for M&E work such as project management information systems, statistical analysis tools, databases, etc.
- Experience in providing capacity building (including formal training, on-the- job training, mentoring, etc.) for project M&E
- Preferably having experience in Myanmar or Southeast Asia.

Language skills:

- Fluency in written and spoken English

D. MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS

- The Consultant will directly report to the CDD Project Manager, ENCORE for the day-to-day implementation of activities, the CDD Technical Advisor, on the technical components of the TOR, and the TCB Specialist, on training and capacity building – related activities.
- The consultant is also required to comply with the UN security directives set forth under <http://dss.un.org>
- The consultant will be given access to relevant information and administrative support necessary for executing the tasks under this assignment.
- Payments will be made upon assessment of the number of days worked, submission/completion of prescribed deliverables and certification of payment form, and acceptance and confirmation by the supervisor.

E. DUTY STATION AND DURATION OF ASSIGNMENT

The consultancy will be based in Yangon with 30% of the time in the field, from September to December 2022.

F. PAYMENT ARRANGEMENT

Interested persons are requested to submit their financial proposals noting the following conditions:

1. The contract price is fixed regardless of changes in the cost components.
2. Payments will be made upon submission of timely deliverables and certification of payment form, and acceptance and confirmation by the supervisor.

N.	Description of deliverables	Timeline	Payment (%)
1	Upon submission of an Inception Report summarising the consultant's understanding of the role and detailing the recommended plan for developing the ENCORE MEL Framework and system, conducting modular training of project implementers, preparing the ENCORE MEL Plan and Manual, and supporting MEL systems development in support of the accelerated implementation of project.	15 September 2022	20%
2	Upon satisfactory delivery and completion of the ENCORE MEL design and tools, summarised through the submission of report and recommendations for training of implementers in the MEL system.	15 October 2022	20%
3	Upon satisfactory delivery and completion of the required training inputs (approximately 5 state/region level trainings, and 10 project site level demo or skills enhancement sessions) to roll-out the ENCORE MEL system, summarised through the submission of report and recommendations for MEL training.	30 November 2022	25%
4	Upon submission of ENCORE MEL Plan and Manual, validated through field tests, consultations, and training and Technical Assistance (TA) sessions with field teams and relevant UNDP units.	30 November 2022	20%
5	Upon submission and acceptance of a Completion Report for the assignment, together with the consolidated and validated training designs, materials and guidance notes, and the Technical Note on recommendations for implementation and continuing enhancement of the ENCORE MEL design, systems, and tools.	31 December 2022	15%

G. RECOMMENDED PRESENTATION OF OFFER

Interested persons are requested to submit the following documents as part of their application:

1. **Brief description/ cover letter** of why the individual considers him/herself as the most suitable for the assignment. Please paste the letter into the 'Resume and Motivation' section of the electronic application
2. Duly accomplished **Letter of Confirmation of Interest and Availability** using the template provided by UNDP
3. **P11 Form** indicating all relevant experience as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references. Please use the P11 form provided by UNDP
4. **Financial Proposal** that indicates the fees as per the template provided by UNDP

H. CRITERIA FOR SELECTION OF THE BEST OFFER

The following criteria shall serve as basis for evaluating offers:

Combined Scoring Method:

Where the qualifications and methodology will be weighted a maximum of 70% and combined with the price offer which will be weighted a maximum of 30%

Technical Evaluation of Proposals:

All applications comprising the information/documentation provided will be evaluated to ascertain the suitability of the applicants to carry out the assignment. Candidates who obtain the minimum of 49 points of the full mark (70 points) will be considered technically compliant and their financial evaluations will be evaluated thereafter. Applications will be scored as per the following breakdown (Total 70 points):

Educational background: 10 points

- Bachelor's Degree in education, community/rural development, economics, social sciences, or other related disciplines

Relevant Experience: 55 points

- At least 7 years of professional experience, of which 3 years in developing countries. 5 points
- Experience in programme/project monitoring and evaluation, including participatory M&E techniques. 10 points
- Preferably having experience on donor financed, community-based development projects, project management, and rural development. 10 points
- Preferably additional qualifications (e.g., training; short courses) on information technology (IT) applications: 5 points
- Experience in IT applications for M&E work such as project management information systems, statistical analysis tools, databases, etc. 5 points
- Experience in providing capacity building (including formal training, on-the- job training, mentoring, etc.) for project M&E: 10 points
- Preferably having experience in Myanmar or Southeast Asia. 10 points

English language skills: 5 points

- Fluency in written and spoken English required.

Financial Evaluation of Proposals:

The financial proposals of all the applicants who pass the technical evaluation will be scored.

The maximum 30 points will be allotted to the lowest financial bid, and all other bids shall receive points in inverse proportion to the lowest fee e.g. $[30 \text{ Points}] \times [\text{USD lowest}] / [\text{USD other}] = \text{points}$ for other proposer's fees

The contract shall be awarded to the applicant who receives the highest cumulative score.