TOR for INDIVIDUAL CONSULTANT (International)

Mid-Term Review of SED Project

<table>
<thead>
<tr>
<th>Project name:</th>
<th>Pilot Project to Support Socio-economic Development of Rural Areas in DPRK (SED)</th>
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<tbody>
<tr>
<td>Post title:</td>
<td>Consultant (Mid-term review of SED project)</td>
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<tr>
<td>Country / Duty Station:</td>
<td>Pyongyang, DPRK</td>
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<tr>
<td>Expected places of travel:</td>
<td>SED project areas/sites, i.e. Unryul and Unchon Counties of South Hwanghae Province, and Hoechang County of South Pyongan Province.</td>
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<td>Duration of assignment:</td>
<td>27 working days in total, of which 7 days for desk study and work plan preparation, 10 days for field work in DPRK, and 10 days for drafting and finalizing the assignment report. The consultant is expected to arrive in Pyongyang at the 3rd week and complete the field work in DPRK by end September, 2017.</td>
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<td>Supervisor's name/functional post:</td>
<td>Stephen Kinloch Pichat, Deputy Resident Representative, UNDP DPRK</td>
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<tr>
<td>Payment arrangements:</td>
<td>Lump Sum (payments linked to deliverables)</td>
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<td>Administrative arrangements:</td>
<td>The consultant will be provided with visa issuance, airport pick up and drop off, local transport and office space in DPRK.</td>
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Selection method: Desk review

1. BACKGROUND

The Democratic People’s Republic of Korea (DPRK) is recovering slowly from the extreme difficulties during 1990’s till 2005 resulted from the collapse of the socialist market system and a series of natural disasters subsequently. Increase of people’s living standards has been a high priority of the national development strategy.

Growing foreign investments are reported primarily in heavy industry and infrastructure sectors mostly from China, whilst volatility in agricultural production is a major challenge, with food shortage and diversify a chronic problem. The structural causes of the crisis include: inefficient production and distribution systems, limited arable land, short farming seasons, floods and climatic shocks, and lack of investment.

To alleviate the impact of such a major challenge on people, the sectors of agriculture and light industry that are more directly related to people’s lives have been identified as key areas by UNDP for intervention during 2011-2015 programme cycle (extended to 2016, and hopefully further extended in 2017), to address the barriers for effective food production, employment, livelihoods and income generation in rural areas, which exist in all links of the production and consumption chain such as the local raw materials bases, foodstuff factories, daily necessities factories, household organizations, and training institutions serving rural productions, etc. due to their old techniques, low skills, and weak management, etc.

A 3-year Pilot Project to Support Socio-economic Development of Rural Areas in DPRK (SED) with a budget of USD 4,328,509 was formed in June 2013 with technical support from the United Nations Industrial Development Organizations (UNIDO), and was supposed to be completed by July 2016. Given slow progress resulted from various difficulties encountered³, with approval from UNDP HQ in December 2014 the international project manager on board in July 2014, lengthy clearance process for agreement between UNDP and UNIDO on project implementation (since the project’s signature).

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³ These include late recruitment of the project team (international project manager on board in July 2014), lengthy clearance process for agreement between UNDP and UNIDO on project implementation (since the project’s signature).
2015, the project was extended by two years till July 2018 with its total budget increased to USD 5,240,309 (USD 912,000 incremental). However, with some old difficulties continued or re-occurred, new challenges occurred, the project progress has been further restricted after the extension.

Using the lens of human development and social welfare promotion, the project aims to enhance living standards by strengthening livelihood of rural population (women, youth, and vulnerable groups in particular), through a ‘bundle’ of multi-sector interventions to improve existing farm and agri-business initiatives. On-and-off farm diversification (including crop diversification and rural industry diversification) will be piloted as a strategy for food security, and income/livelihoods expansion. Economic integration involving existing local farms and agri-businesses will be piloted as a strategy for agricultural sector development.

Specifically, the activities are expected to foster revitalization of county and village (Ri) level enterprises i.e. food and daily necessities factories (FDFs), household organizations as well as raw material bases (RMBs) for daily necessities factories (DNFs) in the soap and paper sectors. The project will also assist in improvement of the production chain from cultivation and/or harvesting of raw materials to processing in factories and facilities dealing with food e.g. potato, fruits, and plants, and support to spirulina and pistia production. In addition, the project will support local cooperatives making garments, earthenware, and other daily-necessities from locally available materials.

Through a series of technical analyses and training programmes, the project also aims to uncover and target the underlying institutional drivers of socio-economic development in rural areas, by strengthening existing human and social resources for the efficient utilization of livelihood opportunities.

Three counties i.e. Unryul, Unchon and Hoechang were selected as pilot areas considering their status of underdevelopment, energy sufficiency, landscape diversity, raw materials availability, geographical accessibility (for project management and monitoring), and local authorities’ commitment to the project.

The detailed outcome and outputs of the project are:

Outcome: Increased standards of living and sustainable livelihood

Outputs:

Output 1: Employment and income generation in rural community industries promoted for more productive activities and improved standards of living and livelihoods

1.1 Production improvement of selected local food processing factories (Unryul and Unchon Counties)
1.2 Wild fruit and edible plant processing for nutrition improvement and food security in the mountainous areas of DPRK (Hoechang County)
1.3 Enabling the production and processing of protein rich plants (Unryul and Unchon Counties)

Output 2: Household food security and income generating activities enhanced for rural populations

2.1 Capacity building of local raw material bases for soap and paper production (Unryul and Unchon Counties)
2.2 Production revitalization of daily-necessities factories based on their own raw material bases (Unryul and Unchon Counties)

Output 3: Quality of rural production system and institutions improved for efficient utilization of livelihood opportunities.

3.1 Capacity building of community organizations for more productive activities and improved income generation (Unryul and Unchon Counties)
3.2 Support to community capacity for knowledge dissemination for local sustainable production (Hoechang, Unryul and Unchon Counties)

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national precaution measure of quarantine for prevention of Ebola transmission (quarter 4, 2014 to quarter 1, 2015), and closure of banking channel for fund transfer to UNDP DPRK Country Office (quarter 3 to 4, 2014), etc.

The LOA consultation process between UNDP and UNIDO continued till end Nov 2016 when it was finally signed, and the closure of bank channel for funds transfer re-occurred during Mar-Nov 2016.

Two additional UN sanction resolutions re. DRRK came in 2016, resulting in more stringent internal procurement policies and procedures for UNDP projects in DPRK in 2017.
The project is implemented under Direct Implementation Modality (DIM), with the UNDP being responsible for the overall project management as well as direct implementation of the output 1.2, 1.3, and 3.2, whilst UNIDO is fully responsible under a UN Agency to UN Agency funding Agreement for implementing the remaining output 1.1, 2.1, 2.2, and 3.1. While UNIDO’s components were initiated in 2015, UNIDO sent its first technical assessment mission in July 2017, through the the fielding of two international experts, to kick off its activities on ground.

A Project Steering Committee was formed for guiding the project direction and solving problems in the course, co-chaired by the UNDP DPRK Deputy Resident Representative (DRR) and the National Coordinator from the DPRK National Coordinating Committee (NCC) for UNDP, with participation of representatives from the Ministry of Food and Consumer Goods Industry (MOFCGI, the project’s major counterparts at the central level), and other ministries or institutions as needed.

2. MAIN OBJECTIVES OF THE ASSIGNMENT

The mid-term review aims to:

A. Assess the project’s:
   1. Relevance (extent to which the objectives of UNDP intervention are consistent with local beneficiaries’ requirements);
   2. Efficiency (measurement of outputs – qualitative and quantitative – in relation to inputs);
   3. Effectiveness (extent to which interventions attain its objectives – results achieved, progresses and impacts of the project so far)).
   4. Recommend specific measures for further improvement of project relevance, efficiency, and effectiveness and ways to overcoming the challenges in the remaining period.

3. SCOPE OF WORK

The consultant will undertake the following tasks:

Before the mission to DPRK (7 working days)

1. Collect and review relevant secondary information (documents listed in the annex will be shared by UNDP with the international consultant after the recruitment contract is signed, before the consultant’s field mission to DPRK)
2. Develop work plan and methodology for the assignment to be approved by UNDP.

During the mission in DPRK (10 working days)

1. Interview stakeholders from various sides, both face-to-face with UNDP, NCC, national counterparts at different levels, community beneficiaries, and also telecommunications with the official in charge of the project from UNIDO, using appropriate tools for the information / data collection.
2. Visit the pilot sites at the project counties and communities, to verify the project progress and impacts on the changes of people’s lives.
3. Analyze the progress and impacts achieved towards the intended results, and difficulties and challenges in the course of project implementation. Specific attention will be given to the challenges which may be outside the project manager’s or UNDP’s control, as met by the project, and ways the project has identified to overcome them.
4. Present the major findings and recommendations to the UNDP Country Office and national counterparts at the end of the field work in DPRK, most ideally in the project’s Quarter 3 Project Steering Committee meeting if time allows. Findings, conclusions and recommendations should be specific, with strong logical connection with the evidence from the review.

After the field visit (10 working days)

5. Draft, revise, finalize and submit to the UNDP DPRK the report with the objective of the assignment achieved.
4. DELIVERABLES

The final product of the assignment will be a high quality report with the project’s successful results and experiences assessed, and recommendation provided on specific measures for the improvement of the project relevance, efficiency, and effectiveness and ways to overcoming the challenges in the remaining period.

Specific deliverables and timelines:

- By the 1st week after signing of the contract: the assignment work plan and methodology (including a lay-out of the review report with a table of contents and reference documents / data) drafted and submitted to UNDP for comments and suggestions;
- By the 2nd week after signing of the contract: the assignment work plan and methodology revised and approved by UNDP;
- By the end of 10-day field work in DPRK: findings and recommendations from the field assessment work through the interviews and visits presented to UNDP and national counterparts;
- By the 2nd week after field work in DPRK: draft assignment report submitted for comments and suggestions; and
- By the 4th week after field work in DPRK (expected by 10 Nov 2017): final report submitted and certified by UNDP on the satisfactory provision of service

5. MONITORING/REPORTING REQUIREMENTS

With oversight by the DRR of UNDP DPRK country office, the consultant will work closely with the SED Project Team and the Monitoring and Evaluation Specialist.

The final report of the review should include, among others, an analysis of gender and vulnerable groups. An evidence-based approach should be adopted, where findings provided, conclusions drawn and recommendations made should be underpinned by observations and esp. data collected.

6. Qualification requirements

Competencies:

Core UN Values:
- Integrity
- Professionalism
- Respect for Diversity

Functional Competencies:

- Vision
  - Identifies strategic issues, opportunities and risks.
  - Clearly communicates links between the Organization’s strategy and the project’s goals.
  - Generates and communicates broad and compelling organizational direction, inspiring others to pursue that same direction.
  - Conveys enthusiasm about future possibilities.

- Creativity
  - Actively seeks to improve programmes or services.
  - Offers new and different options to solve problems or meet client needs.
  - Promotes and persuades others to consider new ideas.
  - Takes calculated risks on new and unusual ideas.
  - Thinks "outside the box".
  - is not bound by current thinking or traditional approaches.
• Planning and organizing
  □ Allocates appropriate amount of time and resources for completing work

Qualifications:

Education
• At least master’s degree in economics, development or other related fields

Experience
• At least 8 years of demonstrable experience in project assessment / evaluation
• Experience in dealing with government agencies at different levels, international organizations, and community people
• Understanding of socialist planned economy is a great asset
• Prior work experience with international organizations in DPRK or other countries in Asia Pacific region is desirable
• Demonstrated computer literacy and skills in presentation and report writing

Language
• Excellent communication, presentation and writing skills in English.

7. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

Applicants shall submit the following documents:

Required [PLEASE TICK THE APPROPRIATE CHECKBOXES]

☐ Letter of interest/proposal, explaining why the applicant considers him- or herself the most suitable for the work.
☐ Letter of interest/proposal, providing brief methodology on how the work will be conducted and/or approached.
☐ Personal CV, including information about past experience in similar projects / assignments and contact details for referees.
☐ Financial proposal

☒ Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP

☒ Two samples of reports of evaluations conducted

8. FINANCIAL PROPOSAL

☒ Lump sum contract

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including professional consultancy fee, international travel, etc.).

Travel costs

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatration travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket for the most direct and economical route. Should the IC wish to travel on a higher class he/she should do so using their own resources.
ANNEXES

Following documents will be shared with the international consultant after his / her recruitment contract is signed:

1. UN Strategic Framework DPRK 2011-2016
2. UN Strategic Framework DPRK 2017-2021
4. SED project document
5. UN Agency to UN Agency Contribution Agreement (Letter of Agreement / LOA) and its annex on the activities and budget between UNDP and UNIDO
6. SED Baseline Survey Report
7. UNDP DPRK annual and quarter monitoring and evaluation reports
8. SED annual and quarterly progress reports
9. SED Project Steering Committee meeting minutes
10. SED field monitoring and visit reports
11. Technical reports including
    11.1 Assessment for In-country Technical Capacity in Wild Fruits and Herbs Processing
    11.2 Assessment on Nutrition Improvement of Local Population and Diversified Animal Feed Production
    11.3 Assignment Report by National Consultant for Pistia Related Activities
    11.4 Development of the Protein Rich Plants Production and Processing Strategy in SED Project Areas in DPRK
    11.5 Local Capacity Development Strategy on Knowledge Generation and Dissemination for Livelihoods Promotion in SED Project Counties in DPRK
12. Other reports and materials produced by the project
In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel.

**Living costs**

Per Diem will be paid during his/her mission period in DPRK to the international consultant at the prevailing rate for the duty station approved by the International Civil Service Commission / UN.

**9. EVALUATION CRITERIA**

- Educational background – 10 points max
  
  (10 pts – PhD degree; 5 pts – Master’s degree)

- Relevant professional experience – 25 points max
  
  (25 pts – above 12 years; 20 pts – 8-12 years);

- Language Skills – 5 points max (5pts – native English speaker)

- Knowledge and experience about DPRK – 10 points max. (10 pts - work or consultancy experience in DPRK; 5pts – experience in other Asia Pacific countries)

- Methodology – 20 points max (20 pts – fully understand the task, logical and reachable; 10 pts – get sense of the task, basically meet the requirement; 5 pts – rough and unclear)

Maximum available technical score - 70 points.

**EVALUATION METHOD:**

- Cumulative analysis

  Contract award shall be made to the incumbent whose offer has been evaluated and determined as:

  a) responsive/compliant/acceptable, and

  b) having received the cumulative highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

  * Technical Criteria weight: 70%

  * Financial Criteria weight: 30%

  Only candidates obtaining a minimum 70% from the maximum available technical score (49 points) would be considered for the Financial Evaluation

  The maximum number of points assigned to the financial proposal is allocated to the lowest price proposal and will equal to 30. All other price proposals will be evaluated and assigned points, as per below formula:

  \[\text{points} = 30 \times \left(1 - \frac{\text{price}}{\text{lowest price}}\right)\]

  The proposal obtaining the overall cumulatively highest score after adding the score of the technical proposal and the financial proposal will be considered as the most compliant offer and will be awarded a contract.

  Prepared by: Yu Hua, Project Manager

  Reviewed by: Le Lan, Monitoring and Evaluation Specialist

  Approved by: Stephen Kinloch Pichat, Deputy Resident Representative, UNDP DPRK