

## Terms of Reference

Post title	<b>National Consultant – Team Member</b> Evaluation – Output 5: Improved Livelihoods and Social Cohesion Programme
Duty Station	Home-based, with travel to Yangon, Nay Pyi Taw and 2 states/regions in Myanmar
Duration	18 days between 9 January – 28 February 2017
Reports to	Team Leader, Local Governance and Local Development Programme
Type of contract	Individual 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 an evaluation of Output 5 and wishes to identify an **National Consultant – Team Member** to work as part of a 2-member evaluation team for the assignment.

## 2. SCOPE

### a. 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?

### b. Scope and deliverables

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

Phases	Deliverables	Timelines/Locations
<u>Phase 1</u> <ul style="list-style-type: none"> <li>- <b>Desk review</b> relevant documents</li> <li>- Develop an <b>inception report</b> 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.</li> <li>- <b>Consultations with UNDP and Team Leader on field-visits</b></li> </ul>	Inception Report	3 working days  Between 9-13 Jan 2017  Home-based
<u>Phase 2</u>	Presentation of initial findings	12 working days

<ul style="list-style-type: none"> <li>- <b>Briefings with UNDP</b> – 1/2 day</li> <li>- <b>Key informant interviews with stakeholders, partners and donors</b> (Yangon) - 1 day</li> <li>- <b>Key informant interviews with Government counterparts</b> (Nay Pyi Taw) - 1 day</li> <li>- <b>Field visits to Rakhine and Shan states.</b> 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 - 7 days</li> <li>- <b>Additional or follow-up key informant interviews as required</b> - 1 day</li> <li>- <b>Data synthesis and analysis</b> - 2 days</li> <li>- <b>Briefings on initial findings to UNDP</b> – 1/2 day</li> </ul>		<p>Between 16-28 Jan 2016</p> <p>Yangon - 5 days Nay Pyi Taw – 1 day Rakhine State – 3 days Shan State – 3 days</p>
<p><u>Phase 3: Report and Finalization</u></p> <ul style="list-style-type: none"> <li>- <b>Draft evaluation report to UNDP</b></li> <li>- Based on feedback <b>final evaluation report to UNDP.</b></li> </ul>	Final evaluation report	<p>3 working days</p> <p>Between 1-28 Feb 2017</p>

**c) 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 Team member (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 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 Team member will support the Team Leader to carry-out and complete the evaluation, with specific responsibility over the field work. Specifically, the team member will perform the following tasks:

- Provide information and insights based o Myanmar context that will help inform the evaluation.
- Support the preparation of the field mission, including liaising with UNDP and external stakeholders on meetings

- Participate in all meetings with UNDP and external stakeholders. Where needed, provide Myanmar language translation.
- Support the Team Leader to synthesize and analyze data.
- Carry out field work and data collection while ensuring the quality of data;
- Assist the Team Leader in preparing inception report, evaluation tools and evaluation report. Provide substantive feedback to drafts.

### 3. MANAGEMENT ARRANGEMENTS

- The Consultant will report to Team Leader, Local Governance and Local Development Programme and on day-to-day management, to the International Consultant – Team Leader.
- A reference group comprising of the UNDP M&E Specialist and Output 5 (Improved Livelihoods and Social Cohesion) Programme team will provide feedback on the inception report and evaluation report. UNDP will provide coordinated feedback within 5 working days on draft submissions.
- UNDP is responsible for securing official approvals (visa, security clearance for field visits etc.) and will assist in facilitating meeting requests with external stakeholders (e.g. introductory letters, requests for meeting etc.) upon request.
- UNDP will provide a work-space for meetings in Yangon.
- The consultant is responsible for having access to a laptop and mobile phone during the assignment.
- UNDP will arrange and finance the consultant's in-country air and ground travel in Nay Pyi Taw, Rakhine State and Shan State.
- The Consultant is entitled to costing his/her daily subsistence allowance for days spent outside the home-base and for work-related in-country travel not organized by UNDP.

### 4. SCHEDULE OF PAYMENTS

Milestone	Deliverable	Expected completion date	Percentage of total contract amount
1	Inception Report	13 Jan	30%
2	Final evaluation report	28 Feb	70%

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

### 5. QUALIFICATIONS

- Advanced degree in sociology, rural development, economics, development studies, conflict management or relevant field;
- Minimum 5 years' substantive expertise in development programming
- Proven experience in meeting facilitation
- Ability to translate between Myanmar and English (oral and written)
- Prior experience in conducting evaluations including in data-collection
- Excellent coordination and team working skills;
- Demonstrated analytical, communication and report writing skills;
- Myanmar language skills is essential. Good knowledge of written and oral English.
- Myanmar national

### 6. APPLICATION PROCEDURES

- A duly completed Letter of Confirmation/Interest using the template provided by UNDP;
- A Personal CV and P11 indicating all past experiences from similar assignments as well as contact details ((email and telephone number) of the candidate and at least 3 professional references;
- A financial proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs as per template provided.

Budget Item	Unit	Unit Rate	# of units	Total	Remarks
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1. Professional Fees	Day		18		
2. Living allowances					
Yangon	Day		5		
Nyi Pyi Taw	Day		1		
Rakhine state	Day		3		
Shan state	Day		3		
2 sub-total Total					
3. Other (please itemize)					
Total					

- If the offeror works for an organization/company/institution and he/she expects his/her manager/employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), he/she must indicate this at this point, and ensure that all such costs are duly incorporated into the financial proposal.

## 7. SELECTION CRITERIA

Highest Combined Score (based on the 70% technical offer and 30% price weight distribution). The technical review will consider:

Qualifications and a Technical Proposal as per following criteria:

Criteria		Points Obtainable
1.	Advanced degree in sociology, rural development, economics, development studies, conflict management or relevant field	10
2.	Minimum 5 years' substantive expertise in development programming	30
3.	Prior experience in conducting evaluations including in data-collection	30
4.	Technical Proposal	30
	<b>Total</b>	<b>100</b>

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Nov 2016

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ToR approved by:

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Nov 2016