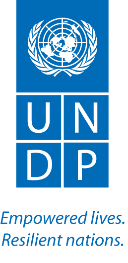
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**Call For Proposal**

**TERMS OF REFERENCE (TOR)**

**Impact Evaluation Study**

**Livelihood and Economic Recovery (LER)**

**============================================================================**

**Project Title: Impact Evaluation**

**Duration of Assignment: November to December (two months)**

**Starting Date: Contract signature Date**

**End Date:**  **31 December 2017**

**Duration of Contract: 40 working days within 2 months**

**Objectives of the proposed evaluation**

Through this ToR, under supervision of the Livelihood and Economic Recovery Portfolio Manager, UNDP seeks the support of Service Provider/Firm to conduct an impact evaluation of selected interventions of **Livelihood and Economic Recovery portfolio (LER)** in selected locations in coordination with UNDP Field offices and local partners. The impact evaluation is to assess impacts of (LER) interventions, including intended or unintended outcomes and outputs in 7 Governorates. Services provider/s from institutions and private sector who have completed projects with support of UNDP in 2016-2017 are not eligible to apply for this assignment.

1. **Background:**

Despite more than 6 years into the Syrian crisis and its devastating impacts on the country and human lives and living conditions, the people in Syria with their remarkable coping capacity are trying to recover and rise above the crisis. UNDP in Syria, guided by UNDP Global Strategic Plan 2014-2017 and the Country Programme Document (CPD), is committed to support and lead the early recovery efforts in the country to strengthen the resilience of the Syrian people through enhancing access to infrastructure and community services and supporting livelihood and economic recovery in Syria using area-based approach in nine governorates to achieve its goals.

UNDP global approach to inclusive growth embraces nationally-owned, crisis and gender-sensitive interventions that are responsive to local conditions and aligned with recovery while managing risks over time at individual, household, community and societal levels in ways that minimize costs, build capacity to manage and sustain and maximize positive coping mechanisms, social inclusion, and transformative potential.

In 2016, in its endeavor to strengthen the resilience of the Syrian people, UNDP in Syria implemented 199 local projects, that succeeded to touch the lives of 2,528,391 persons in 9 Syrian governorates through targeted early recovery and livelihoods restoration efforts in partnership with more than 45 local partners. The implemented projects have provided 28,623 monthly job opportunities, which are disaggregated per target group as follows: 11,937 monthly job opportunities to IDPs, 7,694 to women, 6,103 to females heading households, 1,917 to people with disabilities and 15,973 to youth. This was achieved through rehabilitation of community infrastructure and restoration of basic services and support to livelihood and economic recovery.

Since Jan 2016 to date, UNDP support has been extended to support revival of more than 263 businesses, conducting income generating activities, productive assets replacement, start-up kits distribution, vocational training, job placements, value-chain development and market restoration.

1. **Introduction to the programme- UNDP Strategic Approach to Livelihood and Economic Recovery:**

UNDP work in Syria aim to contribute to enhancing the local economy and local production and prioritizing people’s resilience. In 2016-2017 UNDP support to Livelihood and Economic Recovery (LER) has been provided to households and communities to benefit from sustainable livelihood opportunities. The strategic approach to achieve Livelihood and Economic Recovery goals in 2016-2017 focused on the following Key thematic areas and business models:

1. **Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived** at the community level through a small grant scheme and direct implementation by UNDP including distribution of productive assets in 8 governorates of Rural Damascus, Homs, Hama, Tartous, Lattakia, Aleppo, Hasakeh and DerEzour
2. **Market revival and support to MSEs** through distribution of productive assets in 2 governorates of Homs and Trtous.
3. **Livelihood opportunities supported for vulnerable groups** including female-headed households (FHH) and persons with disabilities (PWD) through targeted projects in 8 Governorates of Rural Damascus, Homs, Hama, Tartous, Lattakia, Aleppo, Hasakeh, and DerEzour.
4. **Sector-based Livelihood** through reviving and supporting agriculture activities at household and farm level, including cash for work, value-chain business model development, and distribution of productive assets in 8 Governorates of Rural Damascus, Homs, Hama, Tartous, Lattakia, Aleppo, and Hasakeh.
5. **Business support and entrepreneurship skills for youth** through a national and local tested business models by conducting market-based vocational training, distribution of toolkits, advanced training on entrepreneurship skills, distribution of start-up grants provided for youth based on the business plans developed by target beneficiaries to start their own business in 7 Governorates of Rural Damascus, Homs, Hama, Tartous, Lattakia, Aleppo Hasakeh,
6. **Conducting Livelihood and Economic Recovery Assessment and provide support at the policy level**
7. **Status of the proposed evaluation**

UNDP designs its reviving livelihood for crisis affected people at the household and community levels that would allow them to generate sustainable income and enhance health and education conditions for their families, while contributing to local economy revival and market restoration. Also, it would support direct and indirect social cohesion by bringing host communities and internally displaced people (IDPs) to live and work together by creating positive coping mechanisms with the crisis.

In order to reach such sustainable impacts and transformative changes, UNDP Syria is committed to assessing the impact of livelihoods and economic recovery interventions. While, in the crisis context, working on livelihood and economic recovery can show immediate results and changes in people’s lives, and can in many cases save lives especially in areas of conflict and for vulnerable groups such as FHH and PWD, qualitative and quantitative impact evaluations including collection of baselines have not been conducted so far.

At the same time, UNDP plans to scale up its initiatives on livelihoods and economic recovery in line with UNDP’s globally adapted the three-track (Track A, B and C) approach of the UN Policy for Post-Conflict Employment Creation, Income Generation and Reintegration (2009) for its livelihoods and economic recovery programming in crisis situations. Track A programming responds to the urgent needs of crisis-affected groups with interventions to help stabilize livelihoods. Track B programming focuses on medium- to long-term local economic recovery, including interventions to boost sustainable employment, income generation, and reintegration. Track C programming focuses on long-term employment creation and inclusive economic growth. Interventions in Track C help to strengthen the national systems and policies that are needed in order to sustain the progress achieved in Tracks A and B. These three tracks are represented through all phases of recovery, however their intensity peaks at different times in the post-crisis period, as shown on the left in a contiguum.

Given the context in Syria, the intensity of Track A has been until present higher, and feasibility of Track B and C programming has been lower. UNDP now identifies feasible approaches of Track B that will in the future lead to Track C, when conditions will allow. UNDP Syria also ensures that when short-term interventions are warranted, they are complemented with interventions that lay the foundation for sustainability and resilience.

It is, therefore, critical for UNDP to evaluate the impacts of the previous and ongoing relevant interventions, document the lessons learned, success stories and best practice in order to develop its livelihoods and economic recovery strategy and design the future interventions, ensuring optimal impacts and sustainability. This is done while taking into account at the same time, the crisis setting and challenges associated with the dynamic of change especially related to all aspects of project management from planning to monitoring and evaluation in such setting.

This impact evaluation is one of various assessments that UNDP is currently conducting to feed into the development of the said strategy, including i) economic opportunity assessments; ii) livelihoods impact assessments; and iii) market assessment at Governorate level. The strategy will be developed in the thematic areas of agricultural livelihoods; social protection and PwDs; active labour market; private sector development with a focus on MSMEs.

1. **Scope of work and key tasks to be covered:**

**The main deliverable would be an impact evaluation report. The scope of work would inform the following broad areas but not necessarily be limited to them.**

1. **Programme theory of change:** The theory of change presents the hypothesized casual pathway linking the inputs and activities of the interventions to its intended and unintended outputs and outcomes. It also explicitly states the assumptions that inform each link in the pathway. It is required to draw on existing literature, qualitative field work, project documents and discussions with beneficiaries and implementing partners to develop a theory of change.
2. **Programme impact on key socio-economic indicators and possible impact pathways:** Key inputs**,** outputs and outcomes will be identified based on the theory of change.It shouldcover five elements/criteria: Relevance, efficiency, effectiveness, sustainability, and impact of the intervention using UNDP approach to Result Based Management. In addition**, UNDP evaluations in crisis context must also include**: coverage, social inclusion, creating jobs, partnership… and should address how the intervention sought to strengthen the application of the rights-based approach and mainstream gender and social cohesion efforts. The report should estimate impacts and possible effect pathways of the livelihoods interventions.
3. **Sub-group analysis:** The study will estimate the differential impact of livelihoods interventions among various populations and subpopulations by collecting disaggregated data (sex, religion, PWDs etc ), and conducting appropriate analyses, including gender analysis to identify differential impacts.
4. **Programme implications:** drawing on the findings, the report should highlight key success areas and lessons learned, and suggest changes in programme designs, implementation and expansion to achieve maximal impact drawing the findings from the evaluation that will feed into the development of a livelihoods and economic recovery of UNDP Syria. Concrete suggestions for different livelihoods approaches of agricultural livelihoods; social protection and PwDs; active labour market; private sector development with a focus on MSMEs should be included.
5. **Key Activities:**

The Service Provider will be expected to undertake the following activities:

1. **Produce an approach paper specifying the sampling strategy and a pre-analysis plan detailing a mixed method impact evaluation design.**

* Target locations in 8 Governorates: Rural Damascus- Homs- Hama- Tartous- Lattakia- Aleppo, Hasakeh, and DerEzour. UNDP will provide a list of locations and interventions to be targeted, as an annex and part of this ToR.
* The suggested scope of work:the five Key thematic approaches described above, using 3-4 examples/interventions supported or implanted by UNDP for each thematic area in different locations selected by UNDP Livelihood and Economic Recovery Portfolio. **A total of 39 interventions in 8 locations will be covered and assessed** (around 10% of UNDP total implemented projects from Jan 2016- July 2017). **In addition, the contractor/service** **provider will look at least 2 emergency-based interventions that UNDP conducted to support livelihood activities in hard-to-reach areas or newly accessible areas.**
* Targeted interventions and location per type of intervention: (to be selected by portfolio manager in consultation with UNDP field team), including the following:
* Disrupted livelihoods, including small businesses and social and productive enterprises, restored and revived: Aleppo, Rural Damascus, Homs, and Hama
* Market revival and support to Micro and Small Enterprises (MSEs) from the private sector: Tartous, Homs
* Livelihood opportunities supported for vulnerable groups: Rural Damascus, Hama, Lattakia, Hasakeh- and DerEzour
* Sector-based Livelihood- Agriculture: Hasakeh, Lattakia, Rural Damascus, Hama, Homs
* Business support, vocational training, and supporting entrepreneurship skills and opportunities for youth: Tartous, Rural Damascus, Hama, Homs, Aleppo, and Hasakeh

1. **Create an engagement and communication plan** for key stakeholders
2. **Produce evaluation methodology**: Evaluation methodology may include, but not limited to, desk review, field visits, meeting with beneficiaries, interviews with key informants and partners, community feedback, rapid impact assessment using surveys etc. Given that there is no baselines available, it is required to review the existing meso- or macro level baseline data to determine comparability of selected indicators as well as determine the validity of these indicators.
3. **Develop and pilot end-line questionnaire to evaluate the impacts**: Questionnaire may include, but not limited to the following questions:

* Were the projects’ stated outcomes or outputs achieved? and how are these linked to the impact of people’s livelihood and community’ economic recovery?
* What progress toward the outcomes and social impact has been made? And what are the indicators to measure this progress?
* What factors have contributed to achieving or not achieving intended outcomes and impact?
* To what extent has UNDP support contributed to planned outcomes and social impact and creating sustainable jobs?
* Has the UNDP partnership approach and techniques been appropriate and effective?
* What factors have **contributed to effectiveness or ineffectiveness**, and why?
* What are the key factors, indicators, challenges and risks that affect in a positive or a negative way the achievement of project impact?
* How did the intervention contribute to the big picture and strategic approach of livelihood and economic recovery described above?
* How did the crisis affect the project implementation?
* What are the key lessons learned and areas of improvement suggested?

It is important to note that questions must be discussed and agreed upon among portfolio manager and other users and stakeholders in consultation with the evaluation team. The evaluation is expected to cover wide range of direct and indirect impacts some of which are social, economic, and environmental aspects on households, community and society levels on short, mid and longer-terms. Also, it should indicate attributions of other actors in target location if any. UNDP will support the evaluation team with all supporting document and relevant guidelines and logistic support if needed.

1. **Conduct filed visits and undertake a qualitative assessment of programme implementation**
2. **Conduct data analysis and prepare the impact evaluation report and presentation.**
3. **Deliverables and Timeline:**

|  |  |  |
| --- | --- | --- |
| **Deliverables** | **Due date** | **Estimated Payment** |
| Inception report based on quick desk review, including action plans, draft design and pre-analysis plan | 9 Nov | **15 %** |
| Evaluation methodology and Finalizing of paper questionnaires | 16 Nov | **20 %** |
| End-line survey data collection | 30 Nov | **20 %** |
| Impact evaluation report- first draft | 14 Dec | **20 %** |
| Impact evaluation report and presentation, upon satisfactory delivery of the final copy reviewed and endorsed by UNDP LER Portfolio Manager, | 31 Dec | **25 %** |

1. **Qualification, experience, and requirements**

* **Capacity and availability of human resources:** the services provider/s should include in their offer C.Vs of related team members who will be involved in conducting this study.

The team should include at least 2 senior staff members with advanced university degree (Master’s degree or equivalent in development, social or economic studies) and at least 7 years of proven working experience in development studies, monitoring and evaluation, programme management, social sciences or related field.

* **Access:** The service provider should provide confirmation and/or supporting documents that access to target locations and reaching out to the end users/ beneficiaries are secured and covered, including sub-contracting with local entities to secure access to target locations if need be.
* **Work Experience:** A minimum of 5 years of proven experience in programme management and evaluation, consultancy work and working with UN and other international agencies. Experience in conducting assessments and similar evaluations is required.
* **Languages:** Reports to be shared with UNDP in English and Arabic

**Interested service provider/s are invited to submit a letter of interest** **and Technical and financial Proposal** **with required following information:**

* + A list of 2-3 relevant projects delivered over the past five years including references and employers to show experience in conducting a large-scale impact evaluations of programmes in Syria.
  + Please provide supporting documents of related experience and references of employers

to show proven experience in evaluating livelihoods and community-driven development programmes, especially in Syria.

* + Please provide A detailed approach to conduct this assignment.
  + Detailed technical and financial offers
  + Detailed time frame, action plan, and working time sheet
  + Proposed budget for cost heads relevant to this consultancy including travel and accommodation, as UNDP will not cover this part.
  + CVs of all team members who will take part in the study implantation

1. **Evaluation Criteria**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Summary of Technical Proposal Evaluation Forms** | | **Score Weight** | **Points Obtainable** | **Company / Entity** | | | | |
| **A** | **B** | **C** | **D** | **E** |
| **1.** | Expertise of Firm / Organization submitting Proposal | 25% | 250 |  |  |  |  |  |
| **2.** | Proposed Work Plan and Approach | 40% | 400 |  |  |  |  |  |
| **3.** | Personnel | 35% | 350 |  |  |  |  |  |
|  | Total | | 1000 |  |  |  |  |  |

The total obtainable number of points specified for each evaluation criterion indicates the relative significance or weight of the item in the overall evaluation process. The Technical Proposal Evaluation Forms are:

* Form **1:** Expertise of Firm / Organization Submitting Proposal
* Form **2:** Proposed Work Plan and Approach
* Form **3:** Personnel