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TOR FOR OUTCOME EVALUATION

UNDP SYRIA COUNTRY PROGRAMME (2016 – 2019)

1. Background

UNDP's corporate policy is to evaluate its development cooperation on a regular basis in order to assess whether and how UNDP-funded interventions contribute to the achievement of agreed outcomes, i.e. changes in the development situation and ultimately in people's lives. Under the Results-Based Management (RBM) framework - UNDP's core management philosophy- there has been a shift from traditional project monitoring and evaluation (M&E) to Results-Oriented M&E, in particular outcome monitoring and evaluation that covers a set of related projects, programmes and partnership strategies intended to achieve a higher-level outcome. An outcome evaluation assesses how and why an outcome is or is not being achieved in a given country context and the role UNDP has played. It is also intended to clarify underlying factors affecting the development situation, identify unintended consequences (positive and negative), generate lessons learned and recommend actions to improve performance in future programming and partnership development.

2. Context

Since the beginning of the crisis, UNDP Syria has been implementing a unique Resilience Building and Early Recovery Programme that aims to strengthen resilience of the Syrian people to cope with the effects of the ongoing crisis and enable those whose livelihoods were severely disrupted to recover and rebuild their lives. Ensuring a well-coordinated response that provides IDPs and their host communities with rapid employment opportunities and access to basic services are enhanced through the rehabilitation of basic community infrastructure with special attention for females heading households, persons with disability and youth.

An area-based approach has been adopted from the beginning to design and implement the various interventions in partnership with Non-Governmental Organizations (NGOs), Community and Faith Based Organizations (CBOs, FBOs), as well as through direct implementation modality in collaboration with national institutions, local communities and local private sector.

3. Outcomes to be Evaluated

According to the Evaluation Plan of UNDP Syria County Office, two separate outcome evaluations are to be conducted to assess outcomes 1 and 2 of the Country Programme. They are as follows:



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Outcome 1: Households and communities benefit from sustainable livelihood opportunities, including economic recovery and social inclusion

This Programme Outcome aims to contribute to Sustainable Development Goals 1, 2, and 8, and is aligned with outcome 3 of the UNDP Strategic Plan (2018 – 2021) “Strengthen Resilience to Shocks and Crisis” and falls with the third pillar of the United Nations Strategic framework (2016 – 2019) “Improving the socio-economic resilience of the Syrian population”.

UNDP Syria works on the reactivation of the production process and provision of sustainable livelihood resources for Internally Displaced Persons, host communities, returnees and crisis-affected areas; initiatives are designed to promote recovery of Micro-Small and Medium Enterprises, support to market-relevant vocations and vocational training, value chain recovery, agricultural livelihoods, as well as creation of new businesses opportunities.

Within those interventions, specific initiatives were tailored to target and address needs of the increasing number of Persons with Disabilities and Females who became the only bread winners of their families.

Youth are also a major focus by identifying their different needs, priorities and challenges arose from the crisis, employment support and skills development are used as entry points to promote social cohesion and engaging them in several communal activities.

Non-governmental organizations and Faith-Based Organizations are crucial in delivering livelihood interventions in the targeted geographic areas, as well in engaging local communities.

Outcome 2: “Basic and social services and infrastructure restored, improved and sustained to enhance community resilience in Syria”.

This Country Programme outcome aims to contribute to Sustainable Development Goals 3, 6, 7 and 9, and is aligned with outcome 3 of the UNDP Strategic Plan (2018 – 2021) “Strengthen Resilience to Shocks and Crisis” and falls under the second pillar of the United Nations Strategic framework (2016 – 2019) “Restoring and expanding more responsive essential services and infrastructure”.

UNDP Syria works on the stabilization of local communities and promoting the return of Internally Displaced Persons by restoring and repairing basic social infrastructure and services in severely affected-crisis areas with limited access, this includes activities such as: repairing schools, rehabilitating health facilities, supporting debris management and rehabilitating roads, sanitation networks, commercial areas and businesses as well as restoring electricity supply and renewable energy sources.

The local projects are being implemented in close cooperation with local authorities, municipalities, technical directorates, Local NGOs and local communities; local private sector is involved too in rehabilitation activities.

4. Evaluation Purpose

The main purpose of these 2 outcome evaluations is to assess the extent to which the Country Programme outcomes 1 and 2 have achieved their results over the years of the country programme (2016-2019). The evaluations will provide an opportunity to ensure accountability to stakeholders in managing for results, and are also of a useful learning exercise, especially in relation to informing the formulation of the new Country Programme



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Document for UNDP, which will begin in October 2019 onwards. The main users of the evaluation will be UNDP, both implementing and development partners as well as national key partners.

5. Evaluation Objectives

- Evaluate impact of the implemented interventions and its contribution to the stabilization of local communities and restoration of basic and social services and infrastructure;
- Assess contribution that current outputs have made/ are making to the progress towards achieving the planned results of the second outcome of UNDP Syria Country Programme Document as well as identifying unintended positive/ negative results;
- Examine how this outcome contributes to national priorities (UNSF), UNDP SP and relevant SDGs;
- Assess the outcome and relevant output against relevance, effectiveness, efficiency, coherence and sustainability in supporting early recovery priorities and assessed needs;
- Assess level of integrating gender equality, conflict sensitivity, environment concerns elements in the programme implementation
- Assess partnership strategy in relation to outcome;
- Review links/joint activities with the other UNDP Outcome and its programmes and how these have contributed to the overall achievement of the Country Programme Document.

6. Expected Deliverables

The key product expected from each outcome evaluation is a comprehensive analytical report that follows UNDP's corporate standards (see attached template), the report must:

- Identify strengths and weaknesses in the current Programme/Projects in terms of design, management, implementation, human resource and available resources;
- Identify major factors that facilitate and/or hinder the progress in achieving the planned results, both external and internal factors
- Extract challenges, lessons learnt and best practices;
- Identify priority areas of focus for future programming and the way forward
- Provide recommendations for improvements/ adjustments for the current CPD and future successor arrangement.



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7. Scope of the Evaluation

Geographical Coverage

The evaluation should cover all target governorates where UNDP has implemented the local projects including hard-to-reach areas, i.e.: Damascus, Rural Damascus, Homs, Hama, Tartous, Lattakia, Aleppo, Al-Hassakeh and Deir-Ez-Zour

Outcome analysis

- What is the current situation and possible trend in the near future with regard to the outcome?
- Whether sufficient progress has been achieved vis-à-vis the outcome as measured by the outcome indicators?
- To what degree UNDP's projects have incorporated the cross-cutting themes i.e. gender, conflict sensitivity...?
- Are the stated outcome, indicators and targets appropriate for the current situation in Syria?
- Whether the outcome indicators chosen are relevant and sufficient to measure the outcomes?
- What are the main factors (positive and negative) within and beyond UNDP's interventions that are affecting or that would affect achievement of the outcome? How have or will these factors limit or facilitate progress towards the outcome?

Output analysis

- Are the current outputs relevant and linked to the achievement of the outcome?
- Has sufficient progress been made in relation to these outputs?
- What are the factors (positive and negative) that affect accomplishment of the outputs?
- What is the quantity, quality and timeliness of outputs? What factors hindered or facilitated the achievement?
- Are the current indicators appropriate to link these outputs to the outcome, or is there a need to improve these indicators?
- Any risk analysis (short, medium and long term) has been undertaken?

Partnership Analysis

- Whether UNDP's key and implementing partners have been appropriate and effective;
- Were partners, stakeholders and/or beneficiaries involved in the design of UNDP's interventions? If yes, what were the nature and extent of their participation? If not, why?
- How have the key and implementing partners contributed to the achievement of the planned outputs?

8. Methodology

An appropriate mix of qualitative and quantitative methods will be used to gather and analyze data/information in order to offer diverse perspectives to the evaluation, and to promote participation of different stakeholders.

The final decision about the specific design and method for the evaluation should be developed in consultation with UNDP Management, Monitoring and Evaluation Officer and UNDP Programme team on the basis of what is appropriate and feasible to meet the evaluation purpose, objectives and answers to evaluation questions.

The outcome evaluation should be carried out by using available data/information to the greatest extent through a wide participation of all stakeholders including UNDP Syria, key partners, local institutions, NGOs, FBOs and CSOs as well as field visits to selected project sites, the collected data should be disaggregated by gender, age and location. The evaluation team must propose a methodology and plan for this assignment which will be approved by UNDP Management and Monitoring and Evaluation Officer, the proposed approach should include study questions, data required to measure indicators, data sources and collection methods that allow triangulation of data and information.

9. Evaluation Team and Required Capacity

The evaluation team should comprise of national experts with high levels of technical, sectoral and policy expertise; rigorous research and drafting skills; and the capacity to conduct an independent and quality evaluation. The number of evaluators must be determined by the lead evaluator who submits the proposal depending on the requirements of the assignment. Either a team of consultants *or* a consulting firm could submit proposals in response to this call for proposals.

The following requirements must be fulfilled by the Evaluation Team leader, the Evaluation Team and/or the Consulting Firm.

One Team Leader should have:

- A minimum of 5 years' experience in programme/ policy evaluations, monitoring and evaluation, strategic planning and result-based management
- Experience and subject knowledge in sustainable livelihoods, youth empowerment, social cohesion, reconstruction and crisis response programs, gender would be an added advantage
- Equivalent of a Master Degree in areas of Economics, Business Administration, Statistics, or any other related field of study;
- Professional level in both written and spoken English and Arabic



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Team members (minimum 3) should have:

- A minimum of 3 years of relevant professional experience, including previous substantive evaluation experience and involvement in monitoring and evaluation and result-based management (preferably in sustainable livelihoods, social cohesion, gender empowerment, and youth empowerment)
- Equivalent of a Bachelor Degree in Economics, Business Administration, Statistics, or any other related field;
- Good command of both written and spoken English and Arabic

Team Leader and Team members should have:

- Prior hands-on experience in conducting programs/ policy level evaluations
- Proven experience with quantitative and qualitative data collection and analysis; participatory approaches
- Experience in using results-based management principles, theory of change /logical framework analysis for programming;
- Excellent understanding of the local context in each area
- Proven ability to produce high quality analytical reports in English
- Ability to bring gender dimensions into the evaluation, including data collection, analysis and writing
- Strong interpersonal skills and ability to work with people from different backgrounds to deliver quality products within a short timeframe
- Be flexible and responsive to changes and demands;
- Be client-oriented and open to feedback.

Consulting Firm should:

- Be a legally registered entity
- Have accessibility to the Syrian governorates as required. Offeror shall submit within its proposal documents or information proving this request.
- Have a minimum of five years' relevant experience in providing similar services in the region and especially in Syria
- Demonstrate an ability to engage a technically and managerially sound team to perform the required services and an ability to conduct concurrent/multiple assignments.
- Not have a conflict of interest in providing similar services to relevant implementing partners, it must be completely impartial and independent from all aspects of interests. A duly signed statement shall be submitted within the proposal as confirmation of no conflict, impartiality and independency.
- Litigation and arbitration history of the Offeror does not bear any potential reputational or other risks for UNDP
- Financial indicators to prove long-term sustainability and possession of the sufficient sound financial position to ensure it can meet its financial commitments under this TOR.

General Required Competencies:

- Knowledge on UNDP programming principles and procedures; UNDP evaluation framework, norms and standards;
- Knowledge of Early Recovery approach and UNDP Response
- Demonstrate integrity by modeling the UN’s values and ethical standards;
- Promote the vision, mission, and strategic goals of UNDP;
- Display cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Fulfill all obligations to gender sensitivity and zero tolerance for sexual harassment.

10. Description of tasks

Evaluation Team Leader	Evaluation Team (3 members minimum)
Lead the entire evaluation process, including communicating all required information with UNDP Monitoring and Evaluation Officer	Assist the Evaluation Team Leader in the collation and desk review of Programme Documents
Finalize the research design and questions based on the feedback and complete inception report	Based on the approved inception report, assist in the coordination of data-gathering activities, including focused group discussions with clusters of respondents
Leads the coordination and conduct of data gathering activities: desk review, focus group discussions	Assist in data gathering: Field interviews and focus group discussions;
Data analysis, final report consolidation and submission	Data analysis and drafting of report
Deliver and Present the draft final report to the Reference Group	Co-present the final report and document comments

11. Key Performance Indicators

Performance Attribute	Performance Indicator
Quality of Service	<ul style="list-style-type: none"> • Timely performance of monitoring, data collection and evaluation as agreed • Timely submission and quality of reports • Efficiency of contractor personnel • Contractor flexibility • Effective and efficient solutions of problems and recommendations
Professional interaction with UNDP area officer and implementing partners	<ul style="list-style-type: none"> • Highest standards of integrity and competence

12. Timeframe for the Evaluation Process

The duration of each outcome evaluation is up to 45 working days, as follows:

Activity	Duration
Inception Phase	12
Desk review of key documents, Evaluation design, methodology and detailed work plan	4
Finalizing the evaluation design, methodology and detailed work plan	5
Preparing and finalizing an inception report	3
Data Collection and Analysis Phase	23
Desk preparations	3
Data collection and field visits	15
Analysis and Synthesis	5
Reporting stage	10
Preparation of draft evaluation report	5
Submit draft report to UNDP	1
Review of the draft report with UNDP Management for QA	2
Incorporating additions and comments provided by UNDP CO	2
Submission of the final evaluation report to UNDP Syria	0

Overall duration of the whole assignment should be within 5 months



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13. Reporting line

All works defined in this ToR should be reported to the Monitoring and Evaluation Officer. The Monitoring and Evaluation Officer will inform UNDP Management, Programme Team and other teams in the CO as well as Field Offices when required.

14. Confidentiality

Data gathered, analysis generated and any information related to the evaluation for UNDP Syria belongs to UNDP Syria and should be used by the contractor solely for reporting to UNDP Syria and may not be used for any other purpose by the contractor.

15. Selection Criteria for the Best Offer

The awarding process will be based on the below scoring method where qualifications and methodology will be weighted at 70% as the following while price offer will be weighted a 30%:

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1.	Expertise of Firm / Organization submitting Proposal	200%	200
2.	Proposed Methodology, Approach and Implementation Plan	400%	400
3.	Management Structure and Key Personnel	400%	400
Total Technical Score			1000

Technical Proposal Evaluation Form 1 (Expertise of Firm / Organization submitting Proposal)		Points obtainable
1.1	<p>Reputation of Organization (Reliability and Credibility)</p> <ul style="list-style-type: none"> • Legally registered entity (10) • Litigation and arbitration history of the Offeror does not bear any potential reputational or other risks for UNDP (20) • Financial indicators to prove long-term sustainability and possession of the sufficient sound financial position to ensure it can meet its financial commitments under this TOR (20) 	50
1.2	<p>General Organizational Capability which is likely to affect implementation:</p> <ul style="list-style-type: none"> - Strength of project management and support: ability to engage a technically and managerially sound team to perform the required services and ability to conduct concurrent/multiple assignments (15) - Accessibility to all Syrian Governorates (15) - Not have a conflict of interest in providing similar services to relevant implementing partners, it must be completely impartial and independent from all aspects of interests. A duly signed statement shall be submitted within the proposal as confirmation of no conflict, impartiality and independency (20) 	50
1.3	<p>Relevance of:</p> <ul style="list-style-type: none"> - Experience in Similar Programme / Projects: minimum of five years' relevant experience in providing similar services in the region and especially in Syria (50) - Knowledge of Early Recovery approach and UNDP Response (50) 	100
Total Part 1		200

Technical Proposal Evaluation Form 2 (Proposed Methodology, Approach and Implementation Plan)		Points Obtainable
2.1	To what degree does the Offeror understand the task?	50
2.2	Have the important aspects of the task been addressed in sufficient detail?	100
2.3	Is the scope of task well defined and does it correspond to the TOR?	150
2.4	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	100
Total Part 2		400

Technical Proposal Evaluation Form 3 (Management Structure and Key Personnel)		Points Obtainable
3.1	<p>One Team Leader – General Qualifications:</p> <ul style="list-style-type: none"> - Academic Background 50 Equivalent of a Master Degree in areas of Economics, Business Administration, Statistics, or any other related field of study; - Relevant Professional Experience 100 Minimum of 5 years’ experience in program evaluations, monitoring and evaluation, strategic planning and result-based management (50) <i>10 points for each additional year up to 2 additional years</i> Experience and subject knowledge in sustainable livelihoods, youth empowerment, social cohesion, reconstruction and crisis response programs, gender would be an added advantage (50) - Language Qualifications 50 Professional level of both written and spoken English and Arabic 	200
3.2	<p>Team Members – General Qualifications:</p> <ul style="list-style-type: none"> - Academic Background 40 Equivalent of a Bachelor Degree in Economics, Business Administration, Statistics, or any other related field - Relevant Professional Experience 100 	200

	<p>A minimum of 3 years of relevant professional experience, including previous substantive evaluation experience and involvement in monitoring and evaluation and result-based management (preferably in sustainable livelihoods, social cohesion, gender empowerment, and youth empowerment)</p> <p><i>10 points for each additional year up to 2 additional years</i></p> <p>- Language Qualifications 40</p> <p>Good command of both written and spoken English and Arabic</p> <p>- Team composition 20</p> <p>Evaluation team should not be less than 3 members plus the team leader</p>	
Total Part 3		400

16. Payment

One lump-sum payment will be issued upon submission of each outcome evaluation (including relevant collected data), as follows:

- 50% of the contract value upon successful completion and UNDP acceptance of the 1st outcome evaluation (including relevant collected data)
- 50% of the contract value upon successful completion and UNDP acceptance of the 2nd outcome evaluation (including relevant collected data)

17. Annexes

The following documents are attached to the TOR when provided to the evaluator(s):

1. UNDP Evaluation Matrix Sample



Evaluation Matrix
Sample.pdf

2. UNDP Evaluation Report template and Quality Standards



Evaluation Report
Template.pdf



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