

TERMS OF REFERENCE

General Information	
Job Title:	Innovation for Social Impact Partnership (ISIP) Mid-Term Project Evaluator
Brand:	UNDP Philippines
Duty Station:	Manila, Philippines
Contract Duration:	Three (3) months
Type of Contract:	Individual Contractor – Individual Consultant (IC)
Languages Required:	English

Project description
<p>Despite improved economic growth in recent years, the Philippines still has a considerable way to go to achieve many of the SDGs. Among the many ways to achieve the SDGs, primarily to help in alleviating poverty is the creation of Social Enterprises (SEs). In recent years, SEs that seek to be financially profitable while also meeting social and/or environmental goals have emerged as an important private sector instrument for meeting broader development objectives. The Philippines has had some experience of establishing successful SEs. However, SEs face difficult challenges in moving beyond initial establishment, especially in generating impact investment that will drive its operation to a higher level of scale. A market failure exists in the access to domestic private capital and technical capacity to support SEs grow beyond the initial proof of concept stage to a point where they are able to mobilize resources from the substantial pool of global funds available for impact investing.</p> <p>To close the gap in financing for SEs, the Innovation for Social Impact Partnership (ISIP) was established. The United Nations Development Programme in the Philippines (UNDP Philippines), in partnership with the Philippine Development Foundation (PhilDev), is implementing a three-year project that will holistically tackle capacity building, technical support, and policy reforms that will benefit the SE ecosystem in the Philippines. Among its strategy, ISIP will provide catalytic financing and technical support to a selected group of high potential SEs to enable them to grow to a scale of operations and demonstrate a sufficient degree of operational success to attract a higher value of investment from global and local impact investors. SEs supported by ISIP would be those that have demonstrated proof of concept and have a theory of change with a plan for growth and increased impact. They would be ready to validate their blueprint, refine their business model, and enhance the conditions through which they can scale up.</p> <p>Successful demonstration of the financing and mentoring model of the ISIP can provide the basis for a substantial scaling up of support for SEs, enabling a greater number of tried and tested SEs to access global funding for impact investment. Over time through support from ISIP, it is expected that the SE sector in the Philippines can make a substantially greater contribution towards achieving the SDGs.</p> <p>UNDP Philippines sought the services of PhilDev, an experienced organization to bring its own substantial experience as well as coordinating partnerships and support from other service providers in mentoring and guiding the selected SEs. PhilDev will act as ISIP manager that will train and enable the SEs to be able access impact investment. UNDP Philippines will provide overall management responsibility for ISIP, be accountable to a multi-stakeholder board of advisors composed of professionals and experts from the development partners and public and private sector, and act as a conduit for channeling resources mobilized from other development partners interested in supporting ISIP.</p>

Scope of Work

Overview of the Mid-term Evaluation

ISIP is looking for an individual consultant to conduct the mid-term project evaluation of the ISIP project. The mid-term project evaluation will cover the implementation period of ISIP from January 5, 2018 to June 31, 2019. The focus of the Evaluation is to identify the lessons learned, context of the possible impact, and sustainability of ISIP.

Lessons should inform future projects on Social impact of SEs. Aside from the lessons and implementation status, the IC will also assess indicative sustainability of results and its contribution to the attainment of its project outcomes. The findings and recommendations from the Evaluation shall be presented to the Australian Embassy in the Philippines, UNDP Philippines, PhilDev Foundation, and key ISIP Stakeholders.

Focus and Scope of Mid-term Project Evaluation

Goal: The mid-term project evaluation is to *assess ISIP's contribution in the increased capacity and knowledge of Social Enterprises (SEs), including Higher Education Institutions (HEIs) and ecosystem.*

Specifically, the mid-term evaluation aims to achieve the following objectives:

- identify the lessons learned, areas of success (what worked) and improvement (what did not work);
- identify context of the possible impact;
- identify the sustainability of the ISIP (particularly its results); and
- assess ISIP's implementation (including design and scope) and its capacity to achieve planned results (the effectiveness of the implementation strategy of ISIP, which includes project design, assumptions made at the inception of the project, and implementation status against planned results).

The Evaluation Questions

A. Relevance

1. To what extent does the project contribute to the theory of change relative to the project's results?
2. To what extent does the project contribute to gender equality, and the empowerment of women, and the marginalized sector?
3. To what extent is each project component contributing to the project outcomes/results?
4. How relevant is ISIP's interventions to the stakeholders' needs?
5. To what extent is the project aligned with GoP policy economic reform initiative. To what extent is the project aligned with DFAT's development objectives in the Philippines.

B. Effectiveness

1. In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
2. Are the strategies, tools, interventions used in ISIP's implementation effective to achieve the planned results?
3. Is ISIP effective in responding to the needs of its stakeholders? What are the evidences to show this?
4. What were the contributing and hindering factors in achieving the planned results of ISIP?
5. To what extent have the project and its individual components helped the target beneficiaries?
6. Did ISIP change the behavior of its beneficiaries or the practices of the beneficiary entities with which it worked? What are the evidences to show this?

C. Efficiency

1. Did the actual or expected results justify the cost incurred?
2. How did the project structure affect ISIP's attainment of planned results?
3. Have the project components been implemented efficiently? Why or why not?
4. Did the project Monitoring and Evaluation system produce evidence relevant to decision-making?
5. Did the project make decisions based on evidence?

D. Sustainability

1. What are the conditions under which project outcomes will have enduring benefits?
2. To what extent are these preconditions met?
3. To what extent are the benefits of ISIP likely to be sustained after its completion?
4. What factors should be monitored or assessed to improve potential sustainability of ISIP's result (e.g. replication of best practices)?

Institutional Arrangement

The Individual Consultant will report directly to the Institutions & SDG Partnerships Unit of UNDP Philippines, specifically to the Outcome Lead. For coordination during data gathering, the IC shall seek the assistance of ISIP for the address, focal person/s, and contact details. The Outputs shall be reviewed by the UNDP Outcome Lead, ISIP Project Manager, and the Senior Program Officer from the Australian Embassy in the Philippines.

The IC is expected to provide his/her own laptop for the work requirement. During her/his travel to the locales of the study, ISIP shall ensure that s/he shall be provided with a conducive workspace.

Duration of work and duty station

The expected duration of the assignment is approximately three months, unless revised in a mutually agreed upon timetable between the IC and the UNDP Philippines.

The assignment is mixed home-based work and with travel to the duty station study, at the UNDP Philippines Country Office, 15th Floor North Tower, Rockwell Business Center Sheridan, Mandaluyong City, Philippines, and various locales of the study spread across the Philippines.

Qualifications of the Successful Individual Contractor

Qualifications	Points
Education Masters degree in areas of politics, economics, development, design, engineering, or related courses. A first-level university degree in combination with additional three years of qualifying experience may be accepted in lieu of the advanced university degree.	30
Experience At 7 years combined national and international experience on planning, monitoring, and evaluation	50
Language Excellent command in written and spoken English	20
Total	100

Corporate Competences

- Demonstrates integrity by modelling the UN mission, vision, values and ethical standards
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Other Competencies

- Demonstrates strong analytical skills and mature judgement well-planned and organized;
- Ability to work in close collaboration with a group of national and international experts, to meet strict deadlines and plan the work according to priorities;
- Demonstrates capacity to plan, organize and execute effectively;
- Ability to establish effective working relations in a multi-cultural team environment;
- Consistently approaches work with energy and a positive, constructive attitude;
- Facilitates and encourages open communication in the team and with stakeholders;
- Excellent written communication and presentation/public speaking skills

Scope of Price Proposal and Schedule of Payments

The Consultant should send the following:

1. Technical proposal for the Mid-term evaluation, including methodology;
2. Financial proposal based on a lump-sum amount for the delivery of the outputs identified below. The total amount quoted shall be “all-inclusive”; all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred by the Consultant are already factored into the final amounts submitted in the proposal. It must include in its initial payment the actual cost of the IC’s travel to arrive at the designated Duty Station (completion of the journey can be considered as one of the deliverables payable upon arrival). DSA costs in relation to workshop proper must be included in the proposal.

Any deviations from the outputs and timelines will need to be agreed on the between the Consultant and the Deputy Resident Representative, a.i. Payments will be done upon satisfactory completion of the deliverables by target due dates.

Deliverables	Due Dates
20% Upon submission and approval of the Inception Report	15 January 2020
30% Upon submission and approval of the Draft Report	25 March 2020
50% Upon submission and approval of the Final Report	07 April 2020

Presentation of Offer

Interested and qualified candidates should submit their applications including the following:

- Duly accomplished Letter of Confirmation of Interest and Availability (template provided)
- Personal CV or UNDP Personal History Form (P11) with three references
- Half-page description of the Consultant’s understanding of the TOR and proposed methodology and program
- Financial proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided and clearly stating payment percentage:

Deliverables/ Outputs	Payment Tranche
Deliverable 1	%
Deliverable 2	%

Criteria for Selection of Best Offer

Applications from qualified candidates will be desk reviewed by the UNDP Philippines’ selection panel. Assessment of best offer will be via Combined Scoring method – where qualifications and proposed methodology will be weighted a max. of 70% (40% for methodology and 30% for qualifications) and combined with the financial proposal (price offer) which will be weighted a max of 30%.