



TERMS OF REFERENCE

FOR INDIVIDUAL CONTRACT

POST TITLE: Consultant on the Review and Evaluation of PEI Thailand

AGENCY/PROJECT NAME: PEI Thailand

COUNTRY OF ASSIGNMENT: Thailand

1) GENERAL BACKGROUND

Thailand has demonstrated remarkable economic growth in recovery from the Asian financial crisis of 1997 but still faces major development challenges. Thailand's population is currently over 66 million and will reach over 90 million by 2025. Coupled with vigorous export-led industrialisation and rising per capita consumption levels, demands for food and raw materials will more than double during this period. Meeting these demands will require the management of natural resources and environmental systems to be far more efficient, equitable and sustainable than it is practiced today.

Agriculture is the mainstay of the rural economy of Thailand. Farming, forestry and fishing still provide over 40% of jobs in Thailand. The expansion of cash crops such as corn, sugar cane, pineapple and banana is associated with demand from a growing Chinese market as well as with an expansion of the domestic market for food and animal feed. Furthermore, rapid growth of industries such as pulp and paper production has contributed to an intensification of agriculture and to an increased demand on water resources in the country (e.g. for eucalyptus plantations). Another growing sector is the biofuel one which has prompted the government to draft a new biofuel plan. Opportunities for investment into this sector are growing with the Bureau of Investment having approved 40 projects in 2007 for biofuel plants. The expansion and intensification of agriculture has placed enormous strains on the ecosystem functioning, the natural resource base and biodiversity. Increased demand for water, recurrent pollution, deforestation, erosion and salinisation, have resulted in high competition for scarce natural resources.

Although the poverty incidence has reduced from 34% in 1990 to 8% in 2007, the overall distribution of income in Thailand remains uneven and the poverty incidence is high amongst rural populations where 87% of the poor reside.

Poverty-Environment Initiative (PEI) Thailand

The main objective of PEI Thailand is to *Strengthen Inclusive Planning and Economic Decision Making for an Environmentally Sustainable Pro-poor Development.* The goal is to improve planning and budgeting at national and provincial levels for natural resource and ecosystem management for pro-poor growth.

Main activities

- Supporting participatory research and public forums to review existing mechanisms, systems, and tools and to assess gaps and potential channels for PE mainstreaming into area-based development planning at the national and sub-national levels.
- Providing recommendations for improvements of mechanisms, systems, and tools at the national level (e.g. policy framework, regulating, and monitoring mechanisms) to increase policy coherence and local interest for development planning that does not undermine the poor or the environment.
- Strengthening capacities of agencies and institutions responsible for area-based development planning at national, provincial and local levels as well as capacities of communities by advocating for environmentally sustainable pro-poor development planning at all levels.
- Advocating experiences and lessons learned from PE mainstreaming at regional (Association of Southeast Asian Nations (ASEAN) and Asia Pacific countries), national, provincial, and local community

levels to strengthen networks which support environmentally sustainable and pro-poor development.

PEI in Thailand is designed to combine The Sub Global Assessment (SGA)¹ process with the traditional PEI approach aiming at addressing the gaps in planning and budgeting processes at national and provincial levels for pro-poor natural resource and environmental management. PEI/SGA in Thailand builds on recent reforms concerning sub-national planning processes that provide important opportunities for local communities to participate and influence public and private investments affecting natural resources use and environmental protection. The programme provides support for integrated provincial development planning to the Ministry of Interior and local governments, which play a key role in managing public and private investments that affect how rural people interact with their environments. Samut Songkram- Samut Sakorn (Central Thailand), Nan (North) and Khon Kaen (Northeast) are PEI's target provinces where technical assistance is provided to provincial and local administration as well as to communities in improving their local planning and decision-making processes. The SGA process is conducted in these three pilot provinces, as well, to support policy makers, communities, scientists and the private sector. These stakeholders are meant to identify policy options that can conserve the environment while they shall at the same time improve their contributions to poverty reduction and integrate them in the local development planning process.

2) OBJECTIVES OF THE ASSIGNMENT

The main objective of this assignment is to undertake a final evaluation of the implementation of PEI Thailand (**October 2009 – December 2012**) to assess achievements, effectiveness, efficiency, impact, results, and key challenges with regard to the implementation of the programme.

The evaluation will critically review the performance of PEI Thailand and will also make recommendations for future directions. In this regard, the assignment will also take a forward-looking approach and undertake an analysis of the overall institutional set-up that may directly or indirectly impact the overall objective of the project; in the same way, it will also identify all relevant stakeholders (beyond direct project stakeholders) who are expected to have a stake in any future project that may take place.

The review and evaluation will be carried out by two consultants, a national consultant hired by the UNDP Country Office and an international one, hired by the Regional Office of UNDP. They will collaborate on this project to achieve the best possible outcome and will work under the supervision of the UNDP CO, the PEI Thailand team and the UNDP-UNEP Regional PEI Advisors.

For a national consultant, the evaluation will in particular focus on:

1. Measuring progress against expected targets; Reviewing effectiveness and efficiency in delivery of targets; Identifying areas where special attention is needed in order to achieve targets, including the institutional set-up
2. Examining project management arrangements both within UNDP and across the different government agencies to ensure that they are adequate for and consistent with the attainment of assigned project outcomes and the implementation of agreed project activities
3. Assessing the level of satisfaction of project stakeholders and beneficiaries with regard to the results achieved so far
4. Assessing sustainability of implemented activities
5. Drawing on insights gained from stakeholder consultations and lessons learned, and providing concrete recommendations for the PEI Phase II by focusing on (but not limited to):
 - a. The design of an appropriate programmatic management structure.
 - b. Communications and awareness skills needed to influence policy makers and the general public.
 - c. Assessing the role and impact of stakeholders (beyond project stakeholders) that can have an impact (positive or negative) on the successful implementation of a subsequent phase. This should be undertaken through consultations and focus group discussions, and complement the institutional analysis referred to earlier.
 - d. Areas of policy relevant research.
 - e. Identifying an appropriate balance between policy and planning at the national level with action-oriented activities at the local-level.

¹ Sub Global Assessment (SGA) or Integrated Ecosystem Assessment (IEA) improves the understanding of the services provided by ecosystems to people in a particular place (and how they are or might be affected by development).

This evaluation will be jointly conducted with the Institutional and Context Analysis (ICA)² carried out by an International consultant

Evaluation questions

The following broad questions are the ones that need to be addressed in this evaluation at least:

- Have the right things been done? (Were the outcome and associated programme/ projects relevant, appropriate and strategic with regard to national goals and the UNDP mandate?)
- Have things been done right? (Were the actions to achieve the outputs and outcomes effective and efficient?),
- Are the results sustainable? (Will the outputs and outcome(s) lead to benefits beyond the lifespan of the existing programme(s)/project(s))?
- How might we do things better in the future? (Which findings may have relevance for future programming or for other similar initiatives elsewhere?)

Additional questions to understand the institutional set up and the role of stakeholders should also be addressed (especially as input into a forward looking strategy) and should include:

- What are the formal and informal rules preventing the implementation of relevant legislative and regulatory frameworks?
- Are there important informal institutions that are relevant to the project, and may either improve the chances of success, or block change?
- Is the project likely to challenge certain formal and informal institutions, whether directly or indirectly?
- Who are the main stakeholders in the policy-making process?
- What are their time horizons? Are they in office for a short term (e.g. elected), or a longer term (e.g. civil servants)
- What are the main interests of all key stakeholders?
- Who gains from the status quo, and who stands to lose?
- For those with the most to gain or lose, what is their capacity/power to act on their interests?
- How much formal or informal power does each stakeholder have?

3) SCOPE OF WORK

In consultation with UNDP CO, PEI team and the implementing agencies, the consultant will:

- i. Outline the scope of the assessment, areas of focus and information needed;
- ii. Propose methodology and define in which steps the review will be carried out with regard to different components;
- iii. Undertake consultations with stakeholders including government ministries, institutions, development partners, INGOs, private sectors, academia and, where appropriate, local people;
- iv. Produce an evaluation report based on the objectives specified above;
- v. Organise one consultation workshop to seek comments on the draft report from implementing government partners and relevant ministries, development partners, the private sector and non-governmental organisations; and
- vi. Incorporate comments and produce a final evaluation report on the implementation of the PEI phase I by the final week of the evaluation.
- vii. Work with an international consultant on the ICA.

Deliverables and tentative timeline

- i. Come to agreement on the scope of evaluation and areas of focus. Draft outline of the evaluation report and of proposed mission time schedule, and circulate these for comments to UNDP and implementing agencies by **week 1**;
- ii. Preparatory review of relevant documents and reports by **week 2**;
- iii. In-country meetings and stakeholder consultations during **weeks 3**;
- iv. Presentation on the initial results to the Ministry of Interior, UNDP, UNEP and other stakeholders by **week 3**;
- v. Submission of the first evaluation report to MoI, PEI Thailand team, UNDP and the regional Asia Pacific PEI team by **week 4**;

² The ICA refers to analyses that focus on political and institutional factors as well as processes concerning the use of national and external resources in a given setting and how these have an impact on the implementation of UNDP programmes and policy advice.

- vi. Comments on the first draft report from the stakeholders by **week 7**;
- vii. Final evaluation report submitted to UNDP CO, PEI AP regional team and the Mol by **week 8**.

4) DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL

20 working days@ USD 350/day over an 8-week period (1 November-15 December 2012) with three trips to Nan, Khon Kaen, and Samut Songkram provinces

Duty Station: UNDP Thailand, Bangkok

The total contract value is USD 7,000 excluding travel and DSA

5) FINAL PRODUCTS

Complete final evaluation report with executive summary both in Thai and English.

6) PROVISION OF MONITORING AND PROGRESS CONTROLS

The Government of Thailand, UNDP Country Office and the PEI Thailand team will assist with the arrangement of consultation meetings and field visits, and provide all relevant documents. In addition, both the government and UNDP will also ensure that the review and the evaluation of the implementation of the PEI Thailand Phase I are carried out in a fair manner by the consultant. UNDP, UNEP and the government will facilitate the entire process and make sure that resources are in place to ensure high quality and completeness of the review.

7) DEGREE OF EXPERTISE AND QUALIFICATIONS

- At least 10 years of relevant experience in carrying out monitoring and evaluations in the sectors of environmental governance, development policies and programmes;
- Bachelor's Degree;
- In-depth understanding of common issues faced by Thailand with regard to the country's development planning processes and environmental governance;
- Strong and proven research and analytical skills;
- Excellent command of written and spoken English; including strong report writing skills in clear and concise English;
- Initiative and ability to organise his/her work independently, but also to work as part of a team since this review and evaluation will be carried out together with an international consultant;
- Proven ability to deliver high quality output when working under tight deadline conditions;
- Ability to communicate effectively and to facilitate discussions at the senior level with government officials and development communities;
- Knowledge of the Thai language (spoken and/or written) and the Thai culture is an advantage;
- Excellent computer skills (Word, Excel, PowerPoint, Internet).

8) REVIEW TIME REQUIRED

Up to 14 days after the submission of the reports

9) CONSULTANT PRESENCE REQUIRED ON DUTY STATION/UNDP PREMISES

NONE

PARTIAL

INTERMITTENT

FULL TIME

IF FULL TIME – PLEASE ADD BELOW FOR JUSTIFICATION

N/A

10) PAYMENT TERMS

TOTAL contract Amount: USD 7,000 exclusive of travel and DSA

- **First payment 20%:** Upon completions of (i) draft outline of evaluation report and of proposed mission time schedule,
- **Second payment 50%:** Upon completions of (i) preparatory review of relevant documents and reports, (ii) in-country meetings and stakeholder consultations, (iii) presentation on the initial results to the Ministry of Interior, UNDP, UNEP and other stakeholders, and (iv) submission of the first evaluation report to Mol, PEI Thailand team, UNDP and the regional Asia Pacific PEI team.
- **Final payment 30%** Upon completions of (i) revised first draft report based on comments gathered from the stakeholders and (ii) submission of final evaluation report to UNDP CO, PEI AP regional team and the Mol.