**TERMS OF REFERENCE**

**Independent Evaluation on Human Development Initiative Transition**

**Background and Introduction**

With the closing of the UNDP Human Development Initiative (HDI) in December 2012, a transition strategy was devised to ensure the sustainable transfer and hand over of HDI structures and results to communities, partners and other stakeholders and smooth the transition from HDI to the new UNDP country program. This transition occurs from November 2012 to September 2013 and culminates with the implementation of Pillar I - Local Governance activities under the new UNDP Country Programme 2013-2015. With the new country program in place from early 2013, the transition strategy is supporting the completion of the inception phase of the new program at the field level.

Given the ending of HDI, a transition process needs to ensure an orderly and focused departure from past programme. Transition under this strategy is understood, first, as a multi-faceted change management process, with several specific tracks or components which need to be managed and considered in parallel while having individual milestones and indicators. These are: programme management, partnership management, field level community hand-over, human resources management and administrative management.

Programme management mainly deals with the completion of the ongoing programmatic field level development activities of the Integrated Community Development Project (ICDP) and Community Development for Remote Townships (CDRT) project. Partnership management focuses on the communication and engagement with government and donor counterparts (and the wider public) during the transition phase.

Under field level community hand-over, a comprehensive series of HDI handing over/closing workshops and ceremonies in HDI partner villages are carried out, with the main objective to ensure that the project responsibilities are effectively taken on by project facilitated groups[[1]](#footnote-1) such as Self Reliance Groups (SRGs) and Village Development Committees (VDCs), as well as to reflect on joint achievements.

Human resources management cut across all other tracks as none of it can be in place without the existence of human resources. Under the existing HDI programme by end of 2012, with contracts of over 700 service contract holders, a 'transition team' is formed in order to ensuring a sound transition and to start recruitment and human resources procedures.

The transition of administrative management has to take place in parallel during handover/closure phase and inception phase. With HDI offices' locations spread within different geographical locations, administrative management is carried out in line with systematic guidelines, such as archiving of files/record, assets disposals, transfer of remaining items to either new identified locations of nearby office to keep as temporary warehouse.

**Objectives of the evaluation**

1. To have an assessment of HDI transition strategy and management processes with a view to acquiring insights into how and the extent to which transition activities bring about orderly and focused departure from a past program
2. To evaluate whether transition activities consist of required measures and meet the following objectives:

* to strengthen organizational and financial management capacities of mature SRGs and VDCs,
* to foster group cohesion, networking and group learning capacities and
* to sensitize groups, mentioned in first bullet point, to form more business-oriented groups, with a particular focus on co-operatives and to have greater linkages with government departments, other UN agencies and organizations

3) To learn lessons as to how and why interventions worked well or did not work quite so well. This in depth analysis will contribute to strategy options for new UNDP country program.

**Job description**

Evaluation will be subcontracted to a local or an international consulting firm with successful experience in qualitative, summative evaluation and/or assessment. The evaluation will be carried out in the approximate period between the first week of July and the first week of August 2013.

The evaluation will cover three main categories in HDI transition processes:

* First, the evaluation will particularly address five components (programme management, partnership management, field level community hand-over, human resources management and administrative management) of transition strategy, its individual milestones and indicators.
* Second, it will also encompass project facilitated groups such as SRGs and VDCs for their sustainability beyond the project intervention.
* Third and finally, the government departments, who play important roles of stakeholders in transition, will also be taken into account.

Therefore, the evaluation work ranges from desk review of (transition strategy, transition organization, transition work plans, guidelines for administrative related areas and manuals for capacity building of SRGs and VDCs et ce tera) to field visits for meeting and looking into key government departments and project facilitated groups.

**Institutional arrangement**

The subcontractor will work under the overall guidance of HDI transition team: transition team manager a.i, two national project coordinators, monitoring and evaluation specialist and associate and capacity building specialist that will be backed up pillar I team leader and technical support officer

**Scope of work**

The subcontractor will be responsible for:

* Studying transition strategy, transition work plans, guidelines for administrative related areas and manuals for capacity building of SRGs and VDCs et ce tera.
* Designing the evaluation methodology and developing the appropriate tools. This will be done on the agreement of UNDP management and/or HDI transition team.
* Preparing guidelines/manuals on each of tools, mentioned above. This will also be done on the agreement of UNDP management and/or HDI transition team.
* Organizing meeting/interview with transition team staff from five components of transition strategy, mentioned in background and introduction and job description (based on tools)
* (Depending on evaluation methodology and tools, if needed) Training and deploying field supervisors and interviewers/facilitators for field data collection and information gathering, using the tools and guidelines/manuals, mentioned above.
* Selecting project sites (Kyaikhto, Yegyi, Naungcho, Pakkoku and Mindat) on the agreement with UNDP management and/or HDI transition team.
* Scheduling field visits on the agreement of respective filed area and township coordinators.
* Providing administrative and logistics support for field data collection and information gathering.
* Discussing in group and/or interviewing project facilitated groups and the government departments at agreed project sites
* Preparing preliminary evaluation report jointly with HDI transition team.
* Preparing and presenting the key points of preliminary report in power point to UNDP. Preparation will be done on the agreement of HDI transition team.
* Finalizing the report, together with HDI transition team, after integrating comments and suggestions of UNDP management, derived from presentation, mentioned above.

**Tentative timeline and Expected outputs**

Tentatively, evaluation work will begin in the third week of Julyand finish in the end August 2013.

|  |  |  |
| --- | --- | --- |
| **Sr. No.** | **Expected outputs** | **Tentative Timeline** |
| 1 | Desk review | 29-31 July |
| 2 | Evaluation methodology and appropriate tools | 1-6 August |
| 3 | Guidelines/manuals on each of tools | 7-8 August |
| 4 | Meeting/interview with transition team staff from five components of transition strategy/Compilation of secondary data | 9 -16 August |
| 5 | Trained field supervisors and interviewers/facilitators in place for field visit | 17- 19 August |
| 6 | Finalized field visit schedule | 20 -21 August |
| 7 | Group discussion and/or interviews with project facilitated groups and the government departments/Field visit | 22 August - 5 September |
| 8 | Field data/information processing and analysis | 6 - 12 September |
| 9 | Preliminary evaluation report | 13 - 18 September |
| 10 | Power point presentation on the key points of preliminary report | 18 September |
| 11 | Finalized evaluation report | 19 - 24 September |

**Terms of payment**

* 40% payment - on acceptance of expected output "Finalized field visit schedule"(The subcontractor needs payment for expense of field visit)
* 60% payment - after UNDP accepts finalized evaluation report.

**Proposed criteria for selecting subcontractor**

* Previous, successful evaluation works of the subcontractor - on receipt of success proof - 40%
* The subcontractor's approach (logical, strategic, analytical) towards evaluation work - 40%
* Relevance of team members' qualification in such evaluation work - 20%

\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*

1. Projects' target beneficiaries at household levels are the grass roots people from the lowest socio-economic level from the poorest of the poor to the poor families. One group comprises 15-20 members. [↑](#footnote-ref-1)