



*Empowered lives.
Resilient nations.*

Terms of Reference

Job Title:	Terminal Evaluation of Employment and Enterprise Development for Women and Youth Project
Duty Station:	Male' with travel to Islands
Project Reference:	Employment and Enterprise Development for Women and Youth
Type of Contract:	Individual contract (International)
Duration of Assignment:	September 22 – November 17, 2013

Background

Although admirable progress has been achieved in the Maldives on social and economic performance in the past decade, the country faces major challenges in addressing vulnerability and inequality. The confluence of political transition and associated institutional changes, vulnerability to external shocks and daunting environmental problems have inflicted new challenges in the Maldives and magnified internal socio-economic pressures.

Although Maldives is on track in terms of achieving the Millennium Development Goal 1, halving poverty by 2015, the UNDP Policy and Inclusive Growth Unit earlier known as the Poverty Reduction aims to mitigate economic and social vulnerabilities by strengthening livelihoods and employment opportunities among unemployed women and youth. The programme builds upon the assistance provided through the tsunami recovery project, Restoration of Livelihoods and other poverty reduction initiatives such as the Atoll Development for Sustainable Livelihoods (ADSL) II. The tsunami recovery project fulfilled the immediate needs of farmers, fishermen, fish processors, home-based workers and engaged the communities in strengthening their livelihoods through improved techniques in production, skills training, and value-addition techniques, better marketing and linking them to the tourism sector.

Employment and Enterprise Development for Women and Youth (2011-2013) project was developed with the aim to address the need to strengthen the economic resilience of island communities and vulnerable groups including women and youth through strengthening opportunities for economic diversification and employment creation. Ministry of Economic Development, Ministry of Tourism Arts and Culture and Ministry of Human Resources Youth and Sports and UNDP Maldives collaboratively signed and initiated the Employment and Enterprise Development for Women and Youth Project.

The major interventions of the project was defined mainly building upon the lessons learnt from implementing the UNDP Policy and Inclusive Growth unit and in particular the "Gender and Economic Empowerment" project under which ground work was laid for development of Small and Medium Enterprises (SMEs) and private sector engagement. The project focuses on strengthening the enabling environment for SMEs through strengthening the policy and legal framework, while also paving way to expand opportunities for integration of the private sector and the tourism industry. The project focused on strengthening the enabling environment for SMEs through strengthening the policy and legal framework, while also paving way to expand opportunities for integration of the private sector and the tourism industry.

United Nations Development Programme

In 2012, UNDP Maldives conducted a broader UNDAF outcome level evaluation to assess relevance, efficiency, effectiveness and sustainability of UNDP engagement strategy with civil society actors, non-profit organizations, including at the national and community levels, and private sector actors - including cooperative societies, and mechanisms (including small grants) in achieving its development goals as outlined in the UNDAF and the UNDP Country Programme Document (CPD 2008-2011 and 2011-2015). The outcome evaluation assessed the activities that were implemented with NGOs, CBOs through various grant schemes and also looked into the various interventions from this project.

UNDP will also be recruiting a National Consultant to document the Success Stories and lessons learnt from the projects for knowledge creation, collection and sharing as relevant for different networks of government, private institutions and individuals working on projects that share common characteristics. As a result of this assignment, portraying the success models from the outcome Interventions levels, its impact to a common person and the policy level discussions would be developed that will help in further sustaining the efforts as knowledge materials and for future replications.

EVALUATION PURPOSE/OBJECTIVE

The main purpose of the terminal evaluation is to provide a comprehensive and systematic account of the performance of the project by assessing its project design, process of implementation, achievements in relation to project objectives endorsed by the project Board including any agreed changes in the objectives during project implementation and any other results. As such, the evaluation aims to review progress towards the project's objectives and outcomes, assess the efficiency and cost-effectiveness of how the project has moved towards its objectives and outcomes, identify strengths and weaknesses in project design and implementation, and provide recommendations on design modifications that could have increased the likelihood of success, and on specific actions that might be taken into consideration in designing future projects of a related nature.

The main objectives of this assignment are to:

- Promote accountability and transparency, and to assess and disclose levels of project accomplishments;
- Synthesize lessons that may help improve the selection, design and implementation of future interventions; and
- Provide feedback on issues that are recurrent across the portfolio and need attention, and on improvements regarding previously identified issues.

EVALUATION SCOPE

The assignment will broadly cover the following areas:

1. The evaluation will assess the extent to which the overall project design remained valid in the context of national priorities and UNDAF. The evaluator will review the project's concept, strategy and approach within the context of effective capacity development and sustainability.
2. The evaluation will assess the extent to which project management and implementation has been effective, efficient and responsive.
 - o Asses and evaluate the results and impacts of the project;
 - o Measurement of results based on set indicators and targets;
 - o Assess the quality and relevance of project reporting;
 - o Assess the mechanisms for information dissemination (advocacy and awareness raising)

United Nations Development Programme

- o Assess the extent to which project design, implementation and monitoring have taken the following cross cutting issues into consideration: Gender, Equity, Institutional strengthening and Economic Diversification or added value to national development
- 3. Provision of recommendations based on findings, including suggestions on exit strategies and integration into other government led programmes
- 4. The evaluation should also assess how and to what extent the project has built management, planning and operational capacity among the project's stakeholders, particularly at the national and island level.
- 5. The evaluation will also highlight lessons learned and best practices in addressing issues relating to relevance, performance & success and support the National Consultant in identifying and capturing success stories from the project

EVALUATION QUESTIONS / CRITERIA

Relevance

- Are the project's outcomes consistent with the focal areas/operational program strategies and country priorities and UNDP priority areas?
- Are intended outcome and outputs of the project relevant to national and community needs and priorities?
- Are the intended project's outcomes, engagement and outputs relevant to economic diversification at national and local needs and priorities?
- Are the partnership strategies, plans and mechanisms developed under the project relevant to national conditions and priorities?

Effectiveness

- Is the progress made to date on achieving the stated outcome or outputs of the project on track? And what factors are contributing to achieving or not achieving intended outcome?
- Are the actual project outcomes commensurate with the original or modified project objectives?
- In case the original or modified expected results are merely outputs/inputs then the evaluator should assess if there were any real outcomes of the project and if yes then whether there are commensurate with the realistic expectations from such projects?
- To what extent have the project's interventions mainstreamed to gender and contributed to gender equity?
- To what extent have the project's interventions successfully reached the target groups and met their needs through design and implementation?

Efficiency

- Was the project cost effective? Was the project implementation delayed and if it was, then did that affect cost effectiveness?
- To what extent is institutional capacity strengthened for the PMT to deliver results efficiently?
- Coordination, complementarities and synergies amongst UNDP projects, units, between line ministries and other partners to enhance efficiency and effectiveness?
- To what extent the project's monitoring (and evaluation) activities have been efficient and effective?

Sustainability

United Nations Development Programme

- To what extent are contributions to outcome and achievement of outputs sustainable within the existing capacity and structures of the country?
- Has UNDP deliberately designed interventions and engaged partners to build in sustainability in the project?
- Are the results sustainable? (Will the outputs and outcome(s) lead to benefit beyond the lifespan of the existing programme(s) and project (s)?
- How the project outcomes and outputs replicated into other projects and government integrating this into the overall national development priorities of the country
- How might we do things better in the future? (Which finding may have relevance for future programming or for other similar initiatives elsewhere?)
- As part of the recommendations, the evaluator is expected to suggest proper exit strategies with a focus on integration of project initiatives into other government led programmes.

METHODOLOGY

The evaluation methodology will be finalized by the consultant, guided by the requirements of MED and UNDP as articulated in various criteria and guidelines provided, as well as key documents such as the approved project document, mid-term evaluation report, annual budgets and work plans, project Board meeting minutes as available, and other technical reports and documents as relevant. The evaluation methodology should be clearly documented in the final evaluation including comprehensive details of the following:

- ✓ Documents reviewed
- ✓ Interviews conducted
- ✓ Stakeholders consulted
- ✓ Project sites visited
- ✓ Techniques and approaches used for data gathering, verification and analysis

APPROACH

- ✓ The evaluator will be expected to give special attention to analysing lessons and proposing recommendations on aspects related to factors that contributed or hindered attainment of project objectives, sustainability of project benefits, innovation, catalytic effect and replication.
- ✓ Stakeholder participation, including government, community, civil society and gender balances in participation and influence;
- ✓ Mainstreaming gender- whether the project has taken adequate measures to ensure gender concerns are mainstreamed in the implementation of the project activities;
- ✓ Data should be triangulated and crosschecked with difference sources of data
- ✓ The evaluator is recommended to use success stories and human interest stories which the national consultant would be collecting, as evidence to support the evaluation.

EVALUATION PRODUCTS (DELIVERABLES)

The terminal evaluation will produce the following deliverables:

1. Evaluation inception report: an inception report should be prepared by the evaluator before going into the full fledged evaluation exercise. It should detail the evaluators understanding of what is being evaluated and why, showing how each evaluation question will be addressed by way of proposed methods, proposed sources of data and data collection procedures. The inception report should include a proposed schedule of tasks and activities. The inception report provides the programme unit and the evaluators with an opportunity to verify that they share

United Nations Development Programme

the same understanding about the evaluation and clarify any misunderstanding at the outset. This should be completed during first week of the assignment home based.

2. A Comprehensive terminal evaluation report, including lessons learned and recommendations – the recommendations should include suggested exit strategies with a focus on integration of project initiatives into other government led programmes;
 3. A record of key outputs from the evaluation process, including workshop outputs, and minutes of meetings with stakeholders;
 4. A summary presentation of terminal evaluation report findings to be presented at the project terminal workshop
- ✓ The above deliverables will be reviewed and approved by the project management team and UNDP Maldives.
 - ✓ The final report together with the annexes shall be written in English and shall be presented as a hard copy as well as in electronic form (CD) in MS Word format.

ROLES AND RESPONSIBILITIES

The following are the roles and responsibilities of the Evaluator in undertaking this assignment:

- To conduct & evaluate the project and carry overall responsibility for organizing and completing the terminal evaluation and delivering the final report including technical analysis and recommendations.
- To consult and coordinate with other institutions/agencies/ communities that are involved in similar initiatives that could be linked with the initiatives of this project.
- To provide an evaluation schedule outlining a timeline, work plan and methodology that would be followed in conducting the evaluation, which would be finalised in discussion with Policy and Inclusive Growth Unit and PMT.
- The consultant would be supporting the National Consultant hired for developing the success stories of the project and provide support in identifying the stories.
- To conduct an interim discussion with key stakeholders upon completion of the field visits, after which the consultant would consider the feedback received in preparation of the interim draft evaluation report.
- To work closely with the other two consultants in conducting a final validation workshop to disseminate the findings/recommendations from the evaluation and showcasing the success stories.
- Final evaluation report to be submitted to UNDP via email for onward distribution in addition to forwarding an electronic copy saved on disk. The consultant will be responsible for the contents, quality and veracity of the report.

INSTITUTIONAL ARRANGEMENT

The consultant will be monitored, overseen and supervised by the Policy and Inclusive Growth (PIG) unit of UNDP Maldives in Close collaboration with the Project Management Team (led by Ministry of Economic Development and the other responsible parties – Ministry of Tourism, Arts and Culture and Ministry of Human Resources, Youth and Sports). The consultant shall report regularly to the PIG unit and provide updates on progress as agreed.

OTHER ARRANGEMENTS TO BE CONSIDERED

- The assignment will be concurrently carried out with Terminal Evaluation Consultant hired for the project “Support to Integrated Farming” which is also under the Policy and Inclusive Growth

United Nations Development Programme

Unit of the UNDP Maldives. Both the projects are interlinked and have a number of synergies; as such the relevant field missions for both evaluations will be jointly conducted to the same regions across Maldives.

- The consultant will visit the project site to ensure adequate consultation with all key stakeholders and the field visits would be a joint mission with the terminal evaluator of “Support to Integrated Farming” project and the National Consultant who will be documenting the success stories from these two projects.

DURATION OF THE WORK

The expected duration of the terminal evaluation is 28 working days, out of which the International Consultant shall be in Male’ for 12 days and shall report from his/her country of residence for the remainder of the assignment.

TIME FRAME OF MISSION TO MALDIVES [28 working days]			
Inception Stage	• Desk Review	Sep 22 - 26	Home Based
	• Internal Consultations • Inception Reports	Sep 29 – 30 Sep 30	Male’
Field Mission	• North Trip (Hanimaadhoo, Baarah, Filladhoo, 2 Resort visit) • Central Trip (Kadhdhoo, Veymandhoo and Fonadhoo) • South Trip (Kaadedhoo, Hoadedhoo, Vaadhoo, Kondey, Gan, Meedhoo and 2 resort visits)	Oct 2 – 3 (1 day) Oct 3 – 4 (1 day) Oct 6 – 9 (3 days)	
	• Interim discussion	Oct 10	Male’
Drafting Report	• First draft Report • Review/comments	Oct 20 (2 weeks)	Home Based
Finalization	• Final Report • Validation	Nov 10 (1 week) Nov 17	

QUALIFICATION REQUIREMENTS / SELECTION CRITERIA

- Minimum of a master’s degree or equivalent in sustainable development, livelihoods development, economics , labour economics or related field demonstrably relevant to the position
- Substantive experience in reviewing and evaluating similar technical assistance projects, preferably those involving UNDP or other UN agencies, development agencies or donors;
- Academic and/or professional background in development related fields with in-depth understanding of issues in community based sustainable development/management. A minimum of 10 years of working experience is required.
- Experience in leading multi-disciplinary and multi-national teams to deliver quality products in high stress and short deadline situations;

United Nations Development Programme

- Familiarity with development approaches in developing countries, preferably related to unemployment situation, legal and regulatory framework as well as specific sectors such as Micro, Small and Medium Enterprise Development.
- An evaluator, with proven experience of participatory monitoring and evaluation processes.
- Excellent English writing and communication skills
- Excellent analytical and report writing skills

PROPOSAL REQUIREMENTS

Proposals should contain the following information:

- i) **Technical proposal** including a P11 form, an updated current CV, contact details of at least three referees and a cover letter setting out:
 - How the applicant meets the selection criteria
 - Evaluation approach and methodology
- ii) **Financial Proposal:** The consultant is requested to provide a proposal or quotation of the fees/cost (including field missions) for the services which will be rendered using the following format and should be separate from the technical proposal.

• Daily consultancy rates	A daily consultancy rate proposed by the consultant
• Air Ticket	To and from home country (2 visits)
• Travel expenses to three field visits (North, Central and South)	Site visits are compulsory
• Living allowances	
• Other miscellaneous expenses	(please state)