

**Terms of Reference**

**for Individual contract**

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| **POST TITLE: Consultant for Evaluation of Country Programme Outcomes 2012-1016** |  |
| **AGENCY/PROJECT NAME: UNDP Thailand** |  |
| **COUNTRY OF ASSIGNMENT: Bangkok, Thailand, with limited travel to provinces** |  |

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| **1) BACKGROUND INFORMATION** |
| The present Country Programme Document (CPD 2012-2016) will end in December 2016, and the new CPD 2017-2021 will be developed over the coming months with inputs from a series of consultations with key development partners as well as analysis and synthesis of data collected from documents such as: 1) Post 2015 outcome documents; 2) Outcome and project evaluations of selected interventions of CPD 2012-2016, and 3) Other key documents on national capacity by World Bank, ADB, etc.The UNDP Country Programme Document (CPD) 2012-2016 was approved by the Executive Board in September 2011 and was based on a mutually beneficial partnership whereby UNDP would serve as a crucial gateway for Thailand to access international expertise and best practices, and Thailand, with its knowledge and development experience, would serve as an indispensable link in the UNDP global development network. The country programme was firmly anchored in Thailand’s eleventh National Economic and Social Development Plan (NESDP) 2012-2016, which outlines Thailand’s overall development framework and identifies short- and medium-term nationalpriorities and strategies. As its core theme it incorporates the six aspects of human security of the 2009 Thailand Human Development Report. The CPD outlines four programme areas in which UNDP would work in the 5 year period from 2012 to 2016: 1) Improved social equity through inclusive governance, 2) Thailand as an active global partner for development, 3) Effective response to climate change, and 4) advocacy for human development and Millennium Development Goals.The country programme document is an integral part of the United Nations Partnership Framework (UNPAF) 2012-2016. In alignment with the UNPAF and national priorities, and complementing normative and programme work of other United Nations agencies, the country programme seeks to work with a wide range of Government and non-state actors, while ensuring the participation of vulnerable and marginalized groups. Gender is mainstreamed across the thematic programme interventions. Special emphasis is placed on increasing women’s participation in decision-making and on increasing their access to justice mechanisms. A Results and Resources Framework was developed to accompany the CPD. The RRF is UNDP’s main programme monitoring instrument, detailing outcomes, outputs, with measurable targets, baselines and indicators (indicators, baselines and targets for the outcomes can be found in the United Nations Partnership Framework for Thailand 2012-2016). The RRF has is laid out around 4 Country Programme Outcomes (corresponding to the UNPAF outcomes), all linked to specific national priorities/goals. The four outcomes are: (1) National legislation, policies and justice administration comply with international human rights norms and standards; (2) Increased and effective international cooperation based on a harmonized national development cooperation policy; (3) Climate change adaptation mainstreamed by the key line ministries into their sectoral and provincial plans, policies and budgets; and (4) Substantive gender-equality norms and standards are recognized and mainstreamed into key policy planning and implementation at national and local levels. In 2014, the UNDP Thailand Country Office went through a restructuring exercise which changed the programme units, but the RRF remains unchanged.**2) EVALUATION PURPOSE AND OBJECTIVES**Consistent with UNDP policy guidance all outcomes[[1]](#footnote-2) to which UNDP is contributing through aligned activities and planned outputs must be monitored. The programme evaluation is an opportunity to review the strategic course, relevance and effectiveness of the implementation of the country programme especially its contribution to outcome-level results.The CPD outcome evaluation provides an opportunity to undertake a comprehensive review of UNDP contribution to development effectiveness and provide recommendations and guidance for the direction and focus of the next CDP (2017-2021). The exercise allows UNDP to engage key stakeholders to discuss achievements, lessons learned and recommendations for future direction in response to an evolving development landscape and changing national priorities. The purpose of the evaluation is a comprehensive assessment of contributions of the country programme outputs towards achieving the established outcomes, with the following objectives: Reviewing the extent to which relevant outputs contributed to each outcome and identify and review factors contributing to whether the effectiveness of UNDP’s contribution, by identifying concrete evidence of the UNDP contribution to outcomes Assessing the mechanisms/methods by which outputs lead to the achievement of the specified outcomes; Assessing the continual relevance of the UNDP’s contributions, including applied strategies and partnerships towards each outcome taking into account the emerging development challenges and opportunities (if and which programme processes e.g. strategic partnerships and linkages are critical in producing the intended outcome);1. Provide key recommendations/directions for the next Country Programme cycle (2017-2021), advising on what to strengthen and/or introduce in the new programme, for example to ensure sustainability of the results achieved in the current program period.

Findings of this CPD Outcome evaluation will feed into, the CPD formulation process, starting from August 2015. The new CPD will be prepared through a three-step process: 1) Preparations stage, with the main objective to familiarise UNDP staff with the CPD formulation process and methodology, to assign responsibilities for data collection and commence data gathering and synthesis; 2) Diagnostic stage, aims to formulate a Theory of Change for selected thematic issues for new the CPD and Country Office (CO) portfolio and includes problem analysis and outcome mapping; 3) Implementation stage, aims to draft the CPD, and finalise its alignment with the 12th National Economic and Social Development Plan (NESDP) 2017-2021,United Nations Partnership Framework (UNPAF) for Thailand 2017-2021 and UNDP Strategic Plan 2014-2017.  |
| **2) EVALUATION SCOPE**  |
| The Results & Resources Framework is an integral part of the UNDP Executive Board approved Country Programme Document. The results chain links the RRF outputs to the UNDAF outcomes, which are derived from the Royal Thai Government’s 11th National Economic and Social Development Plan. The RRF defines 4 broad outcomes and associated indicative outputs, with indicators, baselines and targets for UNDP’s contributions. The evaluation will assess the strength of the results chain by reviewing achievements at the output level and their corresponding contribution to meeting the outcome targets. The evaluation will assess the quality, quantity and timeliness of the delivered results. It will include an assessment of the performance of on-going and recently completed projects and consider lessons learned.***Outcome Model***An outcome model[[2]](#footnote-3) ( also known as results maps, logic models, programme logics, intervention logics, logical frameworks, theory of change) is a (visual) map of the causal logic of an initiative being evaluated and in this case the CPD. This outcome model includes a description of what UNDP contributes in its own right, what it contributes with partners, what partners may do independently, and what non-partners might do. Figure 1: Model of UNDP Contribution to Outcome and Impact***Evaluation criteria***The evaluation exercise shall use the standard OECD/DAC Evaluation Criteria for Evaluation of Development Assistance namely: relevance, effectiveness, efficiency, impact and sustainability[[3]](#footnote-4).Relevance concerns the extent to which the programme and its intended output and outcomes are consistent with national and local policies and priorities and the needs of intended beneficiaries.The following types of questions may be asked:* To what extent is the programme in line with UNDP’s mandate, national priorities, and the requirement of targeted women and men?
* How did the programme promote UNDP principles of gender equality, human rights and human development?
* To what extend is UNDP’s engagement a reflection of strategic considerations, including UNDP’s role in particular development context and its comparative advantage?
* To what extend was UNDP’s selected method of delivery appropriate to the development context?
* To what extend was the theory of change presented in the outcome model a relevant and appropriate vision on which to base of the programme?

**Effectiveness:** The extent to which the programme ’s intended results (output or outcome) have been achieved or the extent to which progress toward output or outcome has been achievedThe following types of questions may be asked: * To what extent have outcomes been achieved or has progress been made toward their achievement?
* How have corresponding outputs delivered by UNDP affected the outcomes, and in what ways have they not been effective?
* What has been the contribution of partners and other organization to the outcome, and how effective have UNDP partnership been in contributing to achieving the outcome?
* What are the positive or negative, intended or unintended, changes brought about by UNDP’s work?
* To what extend did the outcomes achieved benefit women and men equally?

**Efficiency:** A measure of how economically resources/inputs (funds, expertise, equipment, time, etc.) are converted to results.The following types of questions may be asked:* To what extent has the prgramme outputs resulted from economic use of resources?
* To what extend were quality outputs delivered on time?
* To what extend were partnership modalities conducive to the delivery of outputs?
* To what extend did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?

**Sustainability:** The extent to which the programme continues after external development assistance has come to an end.The following types of questions may be asked:* What indications are there that the outcomes will be sustained, e.g., through requisite capacities (systems, structure, staff, etc.)
* To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed or implemented?
* To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?
* To what extent have partners committed to providing continuing support?
* How will concerns for gender equality, human rights and human development be taken forward by primarily stakeholders?

**Evaluation questions**Evaluation questions must be agreed upon by UNDP Thailand that commissioned the evaluation in the evaluation inception report to be prepared by the consultant.The consultant will work to develop list of questions based on the criteria above section and the following broad questions, which are the minimum that need to be addressed in this evaluation:* Were stated outputs and outcomes achieved?
* What progress toward the outcome has been made?
* What factors have contributed to achieving or not achieving intended outcomes?
* To what extent have UNDP outputs contributed to the outcomes?
* Has the UNDP partnership strategy been appropriate and effective?
* What factors contributed to effectiveness and ineffectiveness?

**Methodology**The evaluator will design a detailed step-by-step work plan that specifies the methods the evaluation will use to collect the information needed to address its purpose and objectives and present it in a form of an evaluation inception report. The overall approach and methodology should ensure the most reliable and valid answers to the evaluation questions and criteria within the limits of resources[[4]](#footnote-5) The evaluation will consist of three main stages: 1) preparation and planning, 2) in-depth data collection, and 3) analysis and report writing. ***Preparation and planning stage*****Desk review:** The evaluator will review the CPD and corresponding RRF and other relevant background documents from which the CPD is derived (such as Royal Thai Government’s 11th National Economic and Social Development Plan, UNPAF, etc.). **Inception report:** Following the desk review, the evaluator will develop an inception report. An evaluation matrix should be included in the inception report and used as a reference in planning and conducting the evaluation. The evaluation matrix should summarize the evaluation design and methodology and should include data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated[[5]](#footnote-6). Further, the inception report should include a detailed worplan, including timelines for key deliverables to be prepared by the consultant and agreed upon by the UNDP Thailand. (**Sample Evaluation Matrix (consultant need to elaborate the questions)**

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| Criteria/Sub criteria | Questions to be addressed by outcome level evaluation | What to look for | Data Sources | Data Collection methods |
| Relevance | Is the programme aligned with national strategies | How does the programme align with national strategies (in specific thematic areas) | UNDP Programme | Desk review of secondary data |
| Effectiveness. | Did the programme implementation contribute towards the state outcome | What outcomes does the project intend to achieve? | Project/Programme evaluation report | Desk review of secondary dataInterview |
| Efficiency | Has the programme been implemented within deadline and cost estimateWere UNDP resources focused on the set of activities that were expected to produce significant results?Was there any identified synergy between UNDP initiatives that contributed to reducing costs while supporting results | Have there been time extensions on the programme?Are resources concentrated on the most important initiatives or are they scattered/spread thinly across initiatives? | Programme documentsEvaluation reports | Desk Review |
| Sustainability | Were the programme designed to have sustainable results given the identifiable risks?What issues emerged during implementation as a threat to sustainability? | Does / did the programme have an exit strategy?What unanticipated sustainability threats emerged during implementation? | Programme documentsEvaluation reports | Desk Review |

***In-depth data collection stage*** (below methods are suggested and the evaluator may add if necessary)**Interview with Key Stake holders** The UNDP Thailand has assigned a programme manager for each outcome to be responsible in managing each outcome. The consultant will interview all the programme managers to get the information needed for the evaluation. The consultant will also interview selected Project Managers and National Project Directors (NPD) to get the information on the achievement of the project and its contribution to the outcome. Also as indicated in figure 1 outcome model above the consultant needs to interview selected donors / development partners and NGOs that are relevance for UNDP activities. The consultant may want to attend parts of the Strategic Prioritization Retreat on 8-9 October 2015 with the Thai government for the next UNPAF, as there will be a review session which will provide useful inputs to the evaluation.**Field visits:** Field visits will be undertaken to at least 3 project locations. The project selection should be representative of the country program thematic coverage and budget allocation. The selection of the project to be visited will be discussed with the programme managers during the inception period and stated in the inception report. ***Data analysis and report writing stage***During this stage, the evaluator will use the results from the data collected to answer the evaluation questions and criteria. Any additional consultations with key informants can be held at the national level during this stage. A debriefing will be held with UNDP Thailand Programme team to present and confirm findings. A final presentation to key stakeholders will represent the end of the evaluation.In the evaluation report, findings should be presented as factual statements based on an analysis of the data. They should be structured around the evaluation questions and criteria. Conclusions should be comprehensive and balanced, and highlight both strengths and weaknesses. Recommendations provided should be targeted, practical and feasible. The report should include a discussion on lessons learned, which should be concise and based on specific evidence presented in the report. |
| **3) EXPECTED OUTPUTS AND DELIVERABLES** |
| At minimum the evaluator is accountable for the following products: * *Evaluation inception report:* An inception report should be prepared by the evaluator before going into the full-fledged data collection exercise. Based on the Terms of Reference, initial meetings with UNDP programme managers, and desk review of relevant documents, the evaluator should develop the inception report. The report should include, at minimum, a detailed description of the evaluation purpose and scope, evaluation criteria and questions, methodology, sampling, evaluation matrix, and a revised workplan.
* *Draft evaluation report:* UNDP Thailand Deputy Resident Representative (DRR) and programme team leaders will review the draft evaluation report to ensure that the evaluation meets the required quality criteria. UNDP Thailand will facilitate presentation of the preliminary findings by the evaluator? to get inputs and feedback from the Government of Thailand and UNDP. Based on the inputs and feedbacks the consultant will draft the first draft of the evaluation and submit to UNDP Thailand for review and get second inputs and feedbacks from the Government of Thailand and UNDP especially to find any factual errors in the report.
* *Final evaluation report:* Based on the second inputs and feedback the evaluator will revise the first draft and submit to UNDP Thailand as the final report. The final report will be reviewed for approval by UNDP Thailand senior management.

Review/approval time required to review/approve the outputs prior to authorizing payments:

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| **No** | **Deliverables** | **Payment** | **Due date** |
| 1 | Inception report:- CP Evaluation Approach and Methodology- Implementation Arrangement- Evaluation work plan- Annex 1: Proposed list of respondents- Annex 2: Proposed agenda | 20% | Day 6 |
| 2 | Draft evaluation report and presentation of draft report | 40% | Day 25 |
| 3 | Final evaluation report  | 40% | Day 35 |

Submit the expected written outputs above in printed and soft versions; MS Word (.doc) format including power point presentation. Final evaluation report to be submitted in English. |
| **4) INSTITUTIONAL ARRANGEMENTS** |
| * The consultant will report directly to the Deputy Resident Representative
* The consultant is required to consult with the Resident Representative, the Deputy Resident Representative, and unit heads. The consultant is also required to meet with relevant UNDP staff and stakeholders for consultations and presentation of findings
* The consultant will be provided with temporary working space in the UNDP Thailand as and when necessary. The consultant is responsible for his/her own computer, but can use UNDP Thailand printing facilities as well as internet access as needed, while on the UN premises.
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| **5) DURATION OF ASSIGNMENT, DUTY STATION AND EXPECTED PLACES OF TRAVEL**  |
| **Duration**Approximately 35 days between September 2015 and December 2015**Duty Station**Bangkok, Thailand |
| **6) DEGREE OF EXPERTISE AND QUALIFICATIONS** |
| The evaluation team will consist of one international consultant.The international consultant should possess the following competencies:* Experience in monitoring and evaluation including demonstrated experience with program assessments;
* A background in development;
* Familiarity with monitoring and evaluation techniques including in-depth interviews; focus group discussions and participatory information collection techniques;
* Strong analytical skills;
* Experience in working with government agencies (central and local), civil society organizations, international organizations, UN Agencies, and Donors. Direct experience working in Thailand is an asset;
* Understanding of policy-making and capacity development issues in Thailand;
* Understanding of Thai government systems, especially policy and budget development at the national.
* Good interpersonal and cross-cultural communication skills
* Ability to work efficiently and independently under pressure, handle multi-tasking situations with strong delivery orientation;
* Fluent written and oral English.

Qualifications:Education: Master degree or higher in public policy, political science, public administration, economics, regional planning, or other relevant fieldExperience: Minimum of 10 years, in design, monitoring, management and evaluation of development projects. Experience working in policy and advocacy works on development issues, particularly in developing countries, experienced in Thai context is an advantage. Specific skills: Ability and experience in delivering high quality reportsLanguage Requirements: Excellent command of the English language, spoken and written. Knowledge of Thai is an asset.Understanding of cultural and socio-economic context and development challenges in Thailand. |
| **7) REQUIRED DOCUMENTS** |
| The following documents are requested as part of the submission of application:1. Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;
2. Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
3. Brief description of why the applicant considers him/herself as the most suitable for the assignment, including;
* references/links to the past evaluation reports conducted and
* a brief methodology on how the applicant will approach and complete the assignment.
1. Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.
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| **8) CRITERIA FOR SELECTION OF THE BEST OFFER** |
| The best offer will be selected based on a Combined Scoring method where the qualifications, experience and methodology will be weighted 70%, combined with the price offer which will be weighted 30% |
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| **9) CONSULTANT PRESENCE REQUIRED ON DUTY STATION/UNDP PREMISES** |
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| **10) PAYMENT TERMS** |
| Payments are made based deliverable as per the schedule above |

**11) ANNEXES TO THE TOR**

1. Outcome is a short to medium term change in development situation while output is an immediate development result(s) that can be closely attributed to the project and non-project activities. Outcomes are intended development results created through the delivery of outputs and contributions of various partners within a period of time. See P.55-59 of the UNDP Handbook on planning, monitoring and evaluating for development results, UNDP 2009 [↑](#footnote-ref-2)
2. UNDP Outcome Level Evaluation Guideline: <http://web.undp.org/evaluation/documents/guidance/UNDP_Guidance_on_Outcome-Level%20_Evaluation_2011.pdf> [↑](#footnote-ref-3)
3. UNDP Handbook on Planning, Monitoring and Evaluating for Development Results, pages 168-170 (http://www.undp.org/evaluation/handbook) [↑](#footnote-ref-4)
4. UNDP Handbook on Planning, Monitoring and Evaluating for Development Results, pages 172-177 (http://www.undp.org/evaluation/handbook). [↑](#footnote-ref-5)
5. Ditto, pages 199-200 [↑](#footnote-ref-6)