



## UNITED NATIONS DEVELOPMENT PROGRAMME TERMS OF REFERENCE

### I. Post Information

Job Title:	Short Term International Consultant for End of Project Evaluation for "Inle Lake Conservation and Rehabilitation Project"
Duty Station:	Yangon with travel to Nay Pyi Taw and Southern Shan State (Project Area)
Type of Contract:	Individual Contract
Duration:	(15) working days; June 2015
Reporting	Programme Analyst, Climate Change Mitigation

### II. Background and Context

Inle Lake, located in Taunggyi District of Shan State is a shallow, high-altitude water body which is the second-largest lake in Myanmar. The lake is renowned for a number of traditional cultural and livelihood practices and regarded as one of the natural and cultural assets of Myanmar. It is in the ASEAN heritage site. The Lake becomes one of the primary destinations for Myanmar's booming tourism industry.

However, Inle Lake is suffering environmental degradation from the combined effects of unsustainable resource use, increasing population pressures, climate variability and rapid tourism development. The original Lake area 271 km<sup>2</sup> in 1934 has decreased to 163.2 km<sup>2</sup> in 2007 out of which only 62.2 km<sup>2</sup> remained as open water surface area<sup>1</sup>. Inle Lake degradation was caused by a range of sources both on the lake itself and in its surrounding watershed arising from the economic sectors (agriculture, tourism) as well as the livelihood activities and day-to-day living practices of many surrounding communities.

Having realized the urgent need for rehabilitation and conservation of the Lake and its watershed area, Inle Lake Conservation and Rehabilitation Project was launched in 2012 by the United Nations Development Programme (UNDP) with financial assistance from the Government of Norway. The project is based on the five-year Action Plan of Environmental Conservation and Sustainable Management of Inle Lake (2010-2015) of the Ministry of Environmental Conservation and Forestry (MoECAF). The original project duration was from January 2012 till Dec. 2013, and continued till June 2015 with no-cost extension. The project aims to restore the environmental stability and to improve the quality of life of local communities in and around the area of Inle Lake. The community-based project activities are focused on five major sectors, namely Agriculture, Soil and Water Conservation, Environmental Conservation and Forestry, Fishery and Livestock and Socio Economic Sectors. The project covers 71 villages in Nyaungshwe, Kalaw and Pindaya Townships and targeting 9500 households to be benefited through environmental friendly community-based development activities, and environmental conservation practices.

UNDP has been supporting and encouraging local Non Government Organization (NGOs) and Community Based Organizations (CBOs) to participate in Inle Lake Conservation and Rehabilitation Activities with the aim to promote institutional capacities of communities for conservation and development activities in the long term and to improve the quality of life of local communities.

<sup>1</sup> Land Records and Settlement Department (2007)

UNDP is looking for an international consultant to conduct an end of project evaluation for the Inle Lake Conservation and Rehabilitation Project to generate knowledge, document lessons learnt and success from the project experience in demonstrating environmental conservation activities that can go with community development.

### **III. Purpose of the evaluation**

The Project has been implemented for three and a half years. This evaluation is to be conducted at the end of the project and will focus on the entire implementation period. The key stakeholders of this evaluation are relevant line departments, Shan State government, local partner NGOs, UNDP and communities (beneficiaries).

The overall objective of this Final Evaluation is to review progress towards the project's objectives and outcomes and to identify the result of the project that will inform and support the development of the next project or programme whether it is developed by government or communities themselves. In particular, the emphasis on documenting lessons learned mentions the issue of understanding what has and what has not worked as a guide for future planning.

### **IV. Scope and Focus of Evaluation**

The evaluation will look at the following areas: Project management; project activities; reflection of environmental governance from the aspect of coordination among government, international organizations and communities in environmental conservation activities. It will address the results achieved, the partnerships established, as well as issues of capacity and approach.

#### **a) The Evaluation Questions**

The following key questions will guide the end of project evaluation:

##### ***i. Relevance – Assess design and focus of the project***

- To what extent did the Project achieve its overall objectives?
- What and how much progress has been made towards achieving the overall outputs and outcomes of the project;
- To what extent were the results (impacts, outcomes and outputs) achieved?
- Were the inputs and strategies identified, and were they realistic, appropriate and adequate to achieve the results?
- Was the project relevant to the identified needs?

##### ***ii. Effectiveness- Describe the management processes and their appropriateness in supporting delivery***

- Was the project effective in delivering desired/planned results?
- How effective were the strategies used in the implementation of the project?
- How effective has the project been in responding to the needs of the beneficiaries, and what results were achieved?
- What are the future intervention strategies and issues?

**iii. Efficiency – Of Project Implementation**

- Was the process of achieving results efficient? Specifically did the actual or expected results (outputs and outcomes) justify the costs incurred? Were the resources effectively utilized?
- Did project activities overlap and duplicate other similar interventions (funded nationally and/or by other donors? Are there more efficient ways and means of delivering more and better results (outputs and outcomes) with the available inputs?
- Could a different approach have produced better results?
- How efficient were the management and accountability structures of the project?
- How did the project financial management processes and procedures affect project implementation?
- What are the strengths, weaknesses, opportunities and threats of the project's implementation process?

**iv. Sustainability**

- To what extent are the benefits of the project likely to be sustained after the completion of this project?
- What is the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project?
- How effective were the exit strategies, and approaches to phase out assistance provided by the project including contributing factors and constraints
- Does it describe key factors that will require attention in order to improve prospects of sustainability of Project outcomes and the potential for replication of the approach?
- How were capacities strengthened at the individual and organizational level (including contributing factors and constraints)?
- Does it describe the main lessons that have emerged?
- What are the recommendations for similar support in future?

(The recommendations should provide comprehensive proposals for future interventions based on the current evaluation findings).

**V. Methodology of Evaluation**

The evaluation will provide quantitative and/or qualitative data through the following methods:

- Desk study and review of all relevant project documentation including project documents, annual work-plans, project progress reports and annual project reports.
- Focus Group discussions with project beneficiaries and other stakeholders.
- Interviews with relevant key informants
- Observations (field visits using checklist)

**VI. Duration of Evaluation**

The evaluation is expected to start in June 2015 for an estimated duration of 15 working days. This will include desk reviews, field work - interviews, and report writing.

VII. Expected Deliverables	
The following deliverables are expected.	
i.	<b>An inception report</b> , outlining the key scope of the work and intended work plan of the analysis, and evaluation questions, shall be submitted after 5 days of commencing the consultancy. The evaluator will prepare an inception report which will outline the scope of work, intended work plan and analysis. The inception report will provide UNDP the opportunity to verify that they share the same understanding about the evaluation objectives. The inception report should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered. The inception report should include a proposed schedule of tasks, activities and deliverables. The inception report will be discussed and agreed upon with UNDP.
ii.	<b>A draft comprehensive report</b> that will have to be reviewed by UNDP for comments.
iii.	<b>The Final Report.</b> This will be submitted 10 days after receiving comments from UNDP. The content and structure of the final analytical report with findings, recommendations and lessons learnt covering the scope of the evaluation should meet the requirements of the UNDP M&E Policy.

VIII. Payment Arrangements	
20% of consultancy fees upon completion of the first deliverable, 50% upon completion of the second deliverable, and 30% upon completion of the third and final deliverable will be paid upon the certification of team leader of Environmental Governance and Disaster Risk Resilience (Pillar II) on the above-mentioned deliverables.	

IX. Recruitment Qualifications	
Education:	<ul style="list-style-type: none"> <li>Advanced degree in natural resource management, development studies, public administration or related fields;</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>At least 10 year international experience in project formulation, project design, implementation, appraisal and evaluation;</li> <li>At least 5 year experience in the field of environmental conservation, natural resource management and community development activities and conducting output- and outcome-based evaluations, both assessment and learning aspects, experience in Myanmar is an asset;</li> <li>Expertise in Evaluation process, familiarity with UN and/or World Bank M&amp;E procedures is an asset; and</li> <li>Experience in working with UN or international organizations or government agencies.</li> </ul>
Language Requirements:	Excellent ability to work in English, effective oral and written communication skills

#### **X. Criteria for Selection of the Best Offer**

Combined Scoring method – where the qualifications and technical proposal will be weighted 70% and combined with the price offer which will be weighted 30%. The criteria for technical evaluation and obtainable score: (100 points)

Relevant education – 20 points

At least 10 year international experience in project formulation, project design, implementation, appraisal and evaluation– 30 points

At least 5 year experience in the field of environmental conservation, natural resource management and community development activities and conducting output- and outcome-based evaluations, experience in Myanmar is an asset – 20 points

Expertise in Evaluation process, familiarity with UN and/or World Bank M&E procedures is an asset – 15 points

Experience of working with government, UN agencies and International Organizations – 15 points

Only candidates obtaining a minimum 70 points would be considered for the financial evaluation.