

# TERMS OF REFERENCE FOR FINAL EVALUATION

## A: INTRODUCTION AND BACKGROUND

The EIDHR-Rights for All Project aims to ‘Empower Human Rights Defenders and Civil Society Organisations to promote and protect the human rights of the most vulnerable groups in Myanmar’ over a 36 month period in 6 states/regions in Myanmar (Kachin, Northern Shan, Mandalay, Kayin, Mon and Tanintharyi). The action was co-funded by the European Union (EU) and DCA. The action promotes human rights by empowering the capacities of 550 human rights defenders, 23 local civil society and 200 government officials. It aims to foster effective relationships between CSOs and government authorities. The action has been implemented by Local Resource Centre (LRC) and Equality Myanmar (EQMM).

The key components of the EIDHR-Rights for All project are to strengthen Human Rights Defenders (HRDs), provide funds to protect the human rights of vulnerable and marginalised groups, and provide small grants to Human Rights Civil Society Organisations (HRCSOs) and CSO networks to enable them to advocate and influence government authorities through contributing to advocacy efforts at the local, national and international level.

Direct beneficiaries include 5,000 participants of trainings, HRCSO members, and LRC and EQMM staff. Indirect beneficiaries include 60,000 marginalised people living in the townships where HRDs and local HRCSOs work, 250 CSOs who are part of CSO networks and 200,000 people reached through advocacy efforts.

The action seeks to achieve the following:

**Overall Objective:** Strengthen Human Rights Defenders (HRDs)/Change Agents (CAs) and Civil Society efforts in promoting human rights of vulnerable and marginalised groups and enhancing their influence in policy dialogue to create a more inclusive and sustainable democratic society in Myanmar.

**Specific Objective:** Build the capacity and improve the coordination of HRDs/CAs, Human Rights Civil Society Organisations (HRCSOs) and duty bearers to strengthen their ability to address human rights issues, protect individuals and groups at community-level, advocate key issues at national, regional and international level and promote an inclusive and tolerant society.

The estimated results are divided into three direct results:

**Estimated Result 1:** The skills and knowledge of 550 HRDs/CAs and government representatives are strengthened

**Estimated Result 2:** The organisational capacity, advocacy skills and collaboration of 23 CSOs and 5 CSOs networks are strengthened

**Estimated Result 3:** The relationship and links between HRDs/CAs, HRCSOs networks and government authorities are strengthened

## B: DESCRIPTION OF THE ASSIGNMENT

### B.1 Global objective

The overall objective of this assignment is to conduct a Final Evaluation to serve as a comprehensive analysis of the project achievements and impact based on the project’s logical framework, best practices, lessons learned and recommendations for future actions.

## B.2 Specific objective

The primary purpose of the Final Evaluation is to assess the achievements of the EIDHR Rights for All Project, by evaluating the action's overall performance against its anticipated results using the following OECD/DAC and EU evaluation criteria and methodology:

1. **Relevance:** This relates primarily to programme preparations, design and the extent to which the stated objectives coherently address the identified problems or real needs; the responsiveness of the programme to the physical and policy environment i.e main political, social and economic factors and the pertinent policies/positions of various stakeholders including the government, the EU, other donors and interest groups; the consistency of the activities in relation to the overall goal and attainment of objectives; consistency of activities with intended impact and effects.
2. **Efficiency:** This concerns how well the various activities of the programme transformed the available resources into intended results in terms of quantity, quality, value for money and timeliness. This includes a review of the programme's governance and management structure, with attention paid to the PaGODA modality, and the chosen intervention methods and how monitoring and evaluation has been designed and further carried out. Attention should be paid to the problem analysis undertaken as part of programme review exercises and how this informs programme design and iterations.
3. **Effectiveness:** This component concerns the extent to which the programme results have contributed towards the achievement of the purpose (including a consideration of the assumptions) or whether it can be expected to happen in future on the basis of the current results of the programme. Attention should also be paid to results or effects – both positive and negative – not included in the original/revised intervention logic. Attention also needs to be paid to whether the assumptions, required to translate programme results into purpose, have been realised and if not, whether the assumption are likely to be realised in future.
4. **Impact:** Assess the positive and negative changes produced by the programme so far, directly or indirectly, either intended or unintended. This concerns what is happening as a result of the implementation of the programme, how many people are being reached and the difference the activities are making in people's lives and if the programme's approach evolving in response to evolving needs.
5. **Sustainability:** The sustainability criteria will look into whether the benefits of the programme are likely to continue after the implementation period and current funding comes to an end. It should include a discussion of the factors influencing the achievement or non-achievement of potential sustainability of the programme.

## B.3 Requested services

A Final Evaluation of the EIDHR-Rights for All Project will be carried out in accordance with the OECD/DAC guidelines. The evaluation team should pay particular attention to relevant cross cutting issues such as human rights, gender, good governance, environment and others to assess the extent to which these factors have been taken into account in the identification/formulation documents and the extent to which they have been reflected in the implementation of the project and its monitoring. The Final Evaluation must also assess the extent to which the project contributes to delivering DCA's Accountability Framework.

The evaluation team is requested to:

1. Consult with the DCA-NCA Project Manager and procurement committee to sign contract and discuss evaluation criteria.
2. Conduct initial desk study and meet partners and relevant DCA-NCA staff for a briefing.

3. Consult with DCA-NCA management team, consortium members and EUD on the Final Evaluation criteria, questions, methodology and approach.
4. Present the evaluation plan, finalized field trip schedule, data collection process, detailed evaluation questions, methodology and timeline for completion of the Final Evaluation report, which shall be agreed by the EIDHR-Rights for All project, Project Management Team members and the EUD, prior to commencement of the evaluation. This will be treated as an inception report for the Final Evaluation.
5. Conduct the Final Evaluation commencing in December 2019, including the following steps:
  - A. **External stakeholder interviews:** The evaluator will consult/meet with relevant external stakeholders to appraise the networking and contribution to the action objectives in all states and regions.
  - B. **Partner/ DCA-NCA consultation:** Partner interviews will be carried out with both action and management staff. Partners selected for office interviews will be selected based on open and transparent criteria developed by the evaluation team. DCA-NCA and management team will also be interviewed.
  - C. **Field visit:** Visits to partner project areas will be undertaken (depending on states/regions). Field operations to be visited will be selected based on criteria defined by the evaluation team. Focus group discussions will be carried out based on a semi-structured questionnaire. Groups of rights-holders and duty-bearers should be visited from the action. Focus Groups should be not more than 5-7 persons selected in a way to ensure that the interests of the most discriminated and deprived groups are effectively heard.
  - D. **Partners' Meeting:** After the evaluation team has finished the field trip, a partner's meeting will be carried out with the group of partners, including the EU Delegation, along with key staffs of DCA. The objective of the partners meeting for the evaluation/review is to provide a forum for joint reflections on:
    - Reflect and input on evaluation findings and recommendations.
    - Identify priorities for future
  - E. **First draft report:** Prepare a first draft report of preliminary Final Evaluation findings and share to DCA and consortium partners and EUD to obtain initial comments and feedback.
  - F. **Final Report:** Submit a final report incorporating feedback from the DCA, consortium partners and the EUD.

#### B.4: Deliverables

1. An Inception Report (Evaluation Plan), submitted to DCA-NCA **no later than December 10<sup>th</sup> 2019**
2. A Draft Final Evaluation Report, submitted to DCA-NCA **no later than 15<sup>th</sup> January 2020**
3. A Final Report submitted to DCA-NCA **no later than 30<sup>th</sup> January 2020**, containing the following structure:
  - a. Preamble
  - b. Executive Summary
  - c. Relevance of the programme
  - d. Programme Preparation and Design
  - e. Efficiency
  - f. Effectiveness
  - g. Overall Outcome and Impact

- h. Overall Quality/Sustainability/Replicability
- i. Conclusions and Recommendations, broken-down by type of stakeholders
- j. Lessons learned

4. Annexes to the Final Evaluation report including:

- a. A map of the programme areas
- b. Final Evaluation Terms of Reference
- c. Curriculum Vitae of evaluators
- d. Consultants comments on the Final Evaluation Terms of Reference, if any
- e. Methodology used
- f. List of persons/organisations consulted
- g. List of programme documents and literature reviewed
- h. Any other technical annexes deemed necessary

### B.5: Evaluation Process

The overall flow of the evaluation process and a tentative timetable is suggested to be as follows:

| Date          | Event  | Responsible Person  |
|---------------|--|---|
| November 2019 | Procurement Process [Request for Proposal (RFP), Collecting RFPs, and Evaluation by committee, and Contract with consultants]            | Lead by Pro-log officer with support of the Project Manager                                 |
| November 2019 | Consult with the DCA-NCA Project Manager and procurement committee to sign contract and discuss evaluation criteria.                     |   |
| December 2019 | Selection of project sites (also important for travel planning including TA applications for evaluation team)                            | Project Manager of DCA-NCA and the two program coordinators of LRC and EQMM                 |
| December 2019 | Consultancy start date   |   |
| December 2019 | Inception period: Briefing and Initial desk study conducted by the evaluator and meet partners/DCA NCA-PM (for briefing the review plan) | Consultants: Project Manager of DCA-NCA provides all the required information and documents |
| December 2019 | Consult with DCA-NCA management team, consortium members and EUD on the Final Evaluation criteria, questions, methodology and approach.  |   |

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|---------------|--|--|
| December 2019 | Final Inception report/Final Evaluation plan submitted   |  |
| December 2019 | Partners action staff interview  | The Project Manager ensures appointments with all relevant key staffs  |
| December 2019 | Field Visit  |  |
| December 2019 | Fieldwork conducted by the evaluators (documentation review; interviews, meetings and observations in 3 states/regions. Sending email questions to funding partners; any online interviews etc.)<br><br>At the end of each field trip in each state, there will be a debriefing with the field team. | In accordance with the work plan; systematic collection of data; representative of all stakeholders in all projects areas must be consulted in the process (including government and donors)   |
| January 2020  | Data preparation, analysis and review of initial findings (led by consultants)   | Preparing the data so that standards of quality, i.e. validity and reliability, are met; organising the data according to the evaluation questions;  |
| January 2020  | Presentation and validation of preliminary findings by the consultants with Senior Management Team in DCA-NCA office   | Presentation of draft report with all findings that are relevant to the evaluation questions; validation of facts (meeting between evaluators and SMT).  |
| January 2020  | First draft report based on presentations and comments shared with DCA-NCA SMT   | Interpretation of the findings (i.e. formulation of conclusions) in relation to outcome indicators, objectives and results indicators, as well as to good practice standards; translation of the conclusions into main recommendations |
| January 2020  | Final report submission by consultants after comments from DCA-NCA First   | Compliance to the Terms of Reference will be checked by the Project Manager, including findings, conclusions as well as recommendations and lessons learned.   |
| January 2020  | Consultancy end date   |  |

The evaluation work, including the required deliverables (see below), should be completed in maximum of 20 working days.

#### **B.6: Location**

The field research and presentation of draft findings for the assignment will be conducted in Myanmar, primarily in Yangon but with field visits to partner implementation areas, to be decided in conjunction with the action team.

#### **B.7: Reporting**

## **1. Content**

The content of the reports required for this assignment are described in the Deliverables section above.

## **2. Language**

All reports and correspondence must be in English.

## **3. Submission/comments timing**

All reports must be submitted by the consultants electronically to the Project Manager (DCA-NCA) in the format provided at the start of the mission. Comments by the Project Manager and key stakeholders on the various reports will be provided to the consultants as soon as possible.

## **C: Practical Arrangements**

The DCA-NCA Project Manager is the staff responsible for this evaluation from DCA-NCA. The Evaluation Team will communicate with the Project Manager on a regular basis. Some basic practical matters associated with this evaluation and the evaluators are as follows.

### **C.1: Remuneration**

This consultancy will be both product and time-based. This means that remuneration will be based on the timely fulfilment of the deliverables.

- a. DCA-NCA will pay a consultancy fee as stipulated in the consultancy agreement. The consultancy fee shall be inclusive of all personal costs like food and others.
- b. 10% will be paid upon acceptance of the inception report; 40% will be paid after submission of the draft report; and the remaining 50% after the acceptance of the final report by DCA-NCA.
- c. Taxes (2% withholding Tax) will be deducted as required by the Government of the Republic of the Union of Myanmar.

### **C.2: Travel, Accommodation and Insurance**

- a. DCA-NCA will arrange and pay for all in-country transport costs.
- b. If the evaluator/s are from outside Myanmar, they will have to make their own arrangements (air ticket booking and others as applicable) to travel to Myanmar, but will be reimbursed for such reasonable costs upon submission of original receipts. Air tickets will require pre-approval from DCA-NCA.
- c. DCA-NCA will arrange and pay for hotel accommodation as required.
- d. DCA-NCA shall have no obligation or responsibility the insurance of the evaluators

### **C.3: Commitment of the Consultants**

- a. The consultants(s) must sign the DCA-NCA Code of Conduct, Abuse of Power and Declaration on Child Protection.

### **C.4: Qualification of Consultants**

- i. National expert on review/evaluation on social themes preferably human rights with at least five years of experience in this field.
- ii. Proven working knowledge and experience in working on rights based approaches with civil society organizations.

- iii. Understanding the nature and culture of ethnic communities as well as vulnerable groups in a non-discriminatory manner.
- iv. Proven experiences in undertaking review and evaluations.
- v. Excellent writing, speaking and reading skills in English and Myanmar. Knowledge of local language in selected project areas highly desirable.

### **C.5: Application**

Please get ***Request for Proposal (RFP) Form*** from [mktu@dca.dk](mailto:mktu@dca.dk) to fill your information and then please submit your RFP (after completion of your information), a cover letter, CV, 3 page excerpt of a similar type assessments (kept confidential), human resources, timeline and budget/price to [mktu@dca.dk](mailto:mktu@dca.dk) **by October 31st, 2019 (Closing Date)**. Kindly mark your application: 'DCA Monitoring and Final Evaluation Consultancy– Application'.