

Specific Terms of Reference

Evaluation of

European Union-Support to District Development Programme (EU-SDDP)

FWC COM 2011 - LOT 1

Europe Aid/2013/331760/Version 2

1. BACKGROUND

In January 2010 the 'International Monetary Fund' (IMF) upgraded Sri Lanka to 'Middle Income Emerging Markets'. Now, more than five years after the end of the war, Sri Lanka is focusing on long term strategic and structural development challenges as it strives to transition to an upper middle income country. However, to successfully resume a path of long-lasting peace, social stability and further enhanced productivity, the country faces a double-edged challenge of reconciliation on one hand and on the other integrating economic growth with social cohesion across the country.

Official sources state that poverty in Sri Lanka declined from 26% in 1990/91 to 6.7% in 2013 and that the country is stated to be on course towards attaining the Millennium Development Goal (MDG) target of halving poverty by 2015. As evidenced by the growth rate of over 7.8% of gross domestic product (GDP) in 2014, Sri Lanka has shown signs of the benefits from the return to peace hampered to some extent by the global financial crisis. However, it is important to note that growth and development continue to be unevenly spread across the country. In 2010, Sri Lanka's second MDG report showed continued development progress, but reinforced the message of the first National Human Development Report: disparities persist within the country in terms of traditional human development indicators and more advanced measures of development. Bridging the gap between the developed Western and Southern parts of the country and the North and East represents a major challenge for reconciliation and balanced, sustainable development of Sri Lanka during the years ahead.

Targeting the evolving needs of Districts

Sri Lanka received considerable support in terms of rehabilitation and reconstruction from the international community in the years following the end of the conflict. Since then, number of humanitarian donors (e.g.: ECHO) and many INGOs have withdrawn and 'Official Development Assistance' (ODA) has been shifting focus from post-emergency (e.g. transitional shelter and water and sanitation) to development (e.g. permanent housing and flanking measures). Development agencies such as UK Aid (former DfID) as well as most of the European countries' representations have withdrawn their permanent offices from Colombo. However, according to the 'Sri Lanka Human Development Report 2012': "Development opportunities are skewed towards a few urban centres, resulting in migration to cities and poor living standards in several rural provinces. Prevailing inequalities and disparities have adversely impacted the growth potential as well as the equitable human development of all people living in the country". Growth and infrastructure development in the richer Western Province where almost half of the national GDP is accounted for, contrasts with progress in the North and the East.

The districts covered by the "European Union-Support to District Development Programme (EU-SDDP)" (four main: Ampara, Batticaloa, Vavuniya and Mannar; and bordering villages in Anuradhapura, Puttalam and Monaragala) count a large numbers of vulnerable groups, in particular women-headed households (approximately 80,000 in the North and East provinces and more than 20,000 persons with disabilities (PWDs). Without continued support, these vulnerable families and individuals are pushed further into a vicious cycle of lasting poverty. In addition, the negative implications with regards to sexual and gender-based violence and child abuse should not be underestimated.

While there are principal similarities in the context of developmental needs between the above-mentioned districts, inter-province/district variations are also predominant. The overarching feature between the geographical locations includes the dominant role played by the sectors of agriculture and fisheries, youth unemployment, restoration of physical infrastructure such as roads, irrigation facilities etc. There are also considerable variations with regards to progress made, in terms of overall development, Ampara and Vavuniya are considerably ahead, while Batticaloa and Mannar are stated to be lagging behind. Also to be considered is the fact that development potentials between these areas differ to some extent; tourism in the coastal areas of Ampara and Batticaloa can have an even stronger positive impact on development while Vavuniya has a high potential to be a favourable location as the Northern "hub". Mannar with a re-established maritime link to India and restored road connection to Jaffna can tap even further into this potential. However, it is imperative that all development activities in the concerned districts aim at fostering "sustainable development" which remains key for the success of on-going initiatives and the years following the termination of projects.

On-going development trends and needs

For most development initiatives in the above-mentioned areas, interventions in the fields of poverty alleviation, support to livelihoods, improvement of small infrastructure and social services remain high on the agenda. It is noted that reconstruction of large infrastructure such as national roads, railways, power facilities etc, are undertaken by the government as a matter of priority, with the help of large donors such as World Bank, Asian Development Bank, China and India. However, rural infrastructure needs such as medium and minor irrigation systems, storage facilities, social infrastructure such as community health facilities and primary and secondary schools, and, above all, housing and livelihoods remain considerable, particularly in the North but also in large parts of the Eastern Province. The paddy cultivation sector suffers from low productivity and remains vulnerable to shocks, as the recurrent floods in the country clearly highlighted. The fisheries sector also suffers from low productivity due to "one day fishing" practice and post-catch losses.

The need to progress from addressing 'basic needs' towards more 'sustainable local economic development' in which private sector plays a key role, and improving the business climate are identified as interconnected prerequisites for medium and longer-term progress. Private sector enterprise in the focus districts is dominated by micro-small enterprises and a majority of them are involved in retail trade and distribution. In the areas of EU intervention, Ampara has more manufacturing and production enterprises, notably in the food processing and textile industry as compared to Batticaloa and Vavuniya, while only very few such enterprises can be found in Mannar. It is also important to mention that while factors such as economic growth and increased trade may lead to poverty alleviation, demands made on natural resources will also be multiplied thus causing severe environmental damage.

In the districts mentioned, the construction industry (construction plus building materials) has gained momentum and is important in terms of the number of establishments and more significantly with regards to employment. Furthermore, the service sector grew by 7.6% in 2010, and a significant contribution to this was achieved by the tourism industry. From an employment generation point of view, small and medium size enterprises in the manufacturing and services sectors offer the greatest potential, notably in construction, tourism, garments and handicrafts. However, although there is development potential in many parts of the region there is little new investment from the outside and a weak business creation process by local entrepreneurs. In addition, the infrastructure and construction focused development offers limited employment opportunities for women.

The business support environment also remains considerably weak. Sri Lanka ranks n.99 in the doing business in 2015 which corresponds to an improvement of 6 points from 2014 (it was n. 105) There is a lack of appropriate exchange mechanisms, non-existent or inefficient business networks and dialogue structures between industry, financial intermediaries, government and civil society. The only 'Business Support Organisations' (BSO) are the District Chambers of Commerce and Industry, which provide services to their members and have limited resources, and offices of the Industrial Development Board (IDB)—a Government Agency under the Ministry of Industry and Commerce that has currently little appeal to potential clients.

As mentioned earlier in the text and further hindering the growth in development, inadequacy of employment opportunities is a major hurdle facing the people and mainly the youth in the districts. Vocational education and training have a critical role to play in matching the skills available in the labour force to those in demand by the employers. There are approximately 230 vocational training establishments in the 4 main districts covered by the SDDP which are state, industry, non-governmental organisation (NGO) and donor owned/funded. Despite efforts, unemployment amongst 15 to 24 year olds (19.1% in 2013) is 4 times higher than the national average unemployment rate (4.4% in 2013), and almost 6 times higher in the case of women from 15 to 24 years old (25%). There exists a divergence between the skills offered of the labour force and the demand made from employers. For this to be addressed there must be a marked change, including improved transmission of information of skills required by employers to the training providers and the potential trainees, and training providers with capacity (in terms of equipment and human resources) and ability to act upon the information received. The specificities of vulnerable groups as prospective trainees, such as female or single-headed households, PWDs and children and youth at risk of exploitation must also be taken into account. Moreover, there is a recognised need to step up efforts in the use of environmentally-friendly technologies including resource efficiency, both of which needs to be an integral part of training programmes.

Institutional context

'Devolution' is a highly sensitive political issue in Sri Lanka, enacted in the 13th Amendment to the Constitution, of which limited implementation lies at the heart of the political problem in Sri Lanka.

The political and administrative set-up in the Northern and Eastern provinces is complex, politically-sensitive and characterised by a mix of de-centralised (elected) and de-concentrated (non-elected, centrally-controlled) bodies with often unclear and overlapping competencies.

To be noted is that a Provincial Council was elected in 2012 in the East whereas September 2013 witnessed the Northern Provincial Council elections in Sri Lanka. The elections have been seen by the international community as an important barometer to measure the state of reconciliation in the country. However, the elected tiers of government—Provincial Councils and, below, the Local Authorities—have limited revenues and, especially the latter, few trained staff. Elected members in these authorities are new and inexperienced, particularly in the North. Only 2% of the elected representatives in the Local Authorities, and 4% in the Provincial Councils are women. Districts are headed by the appointed District Secretary/Government Agent (GA) who oversees all government activities in his district. The District and lower Divisional levels of de-concentrated administration are by far the strongest and best equipped structures with wide ranging functions and experience in development projects. Due to limited technical training as well as skills, key areas of involvement by the Local Authorities such as planning, implementation and monitoring of services are found to be inadequate. Moreover, successful putting into practice of development activities and changes must be harmonised with a multi-dimensional transformation in the approach adopted of all parties including that of Local Authorities particularly in terms of their view on, and dealings with private sector business.

Some of the approximately 1,200 'Community Based Organisations' (CBO) operating within the focal districts have been engaged in the implementation of humanitarian and livelihood support projects, but most of them have been unable to acquire in-depth project implementation capacity. Additionally, different planning systems exist: one run by the de-concentrated administration (led by the Government Agents, representing Colombo at District level) and the other by the devolved government (elected bodies at Provincial level and Local Authorities). These parallel systems often represent conflicting interests and in certain cases constitute an obstacle to integrated regional development. Strengthening planning capacities and bridging gaps as well as tackling overlaps between legal or *de facto* responsibilities of de-concentrated and de-centralised bodies is key towards creating a comprehensive, result-oriented medium-term planning framework at Provincial and District level.

Sri Lanka's development plans

Sri Lanka is currently experiencing a major change in its political landscape since last Presidential elections in January 2015 and the end of the Mahinda Rajapaksa's Government which was built on the national policy "Mahinda Chintana- vision for the future 2010-2016".

A new national policy will be developed after next elections planned to take place in 2015.

Since 2010, the district administrations prepare medium-term development plans as required by the former Ministry of Economic Development. The quality of this first generation of 'District Development Plans' was noted to be weak, as they do not articulate clear strategies, priorities and budget allocations. While they are also quite heterogeneous due to the lack of a unified template, they contain mostly common priorities: roads, irrigation, housing, and water/sanitation, each with a percentage in the range of 15% to 50% of the total funding for investment. This situation is one of the reason for which interventions at the districts level generally lack of a "strategic approach" and can be subject to the influence of the politicians.

As implied in its name the EU-SDDP is supposed to be grounded on the District Development Plans (where available) and the Provincial Development Plans for the Northern and Eastern Provinces as foundational documents, complemented by consultations with the Government Agents, Local Authorities, communities and other relevant stakeholders to decide on broad priorities and needs. At the same time, recognising that there may exist gaps in the plans, the Programme should look at ways of **improving them** (for example, through community-based consultations, baseline assessments, market assessments) and under component 3, includes activities for **improving local-level planning**.

EU-SDDP as EU's Response Strategy

The EU-SDDP benefits from a financial envelope of EUR 60 million in total.

The **overall objective of EU-SDDP** is "to contribute to poverty reduction in North and East Sri Lanka and to bridge the socio-economic gap with the rest of the country through supporting sustainable regional and local development and good governance in conflict-affected areas".

The **specific objectives** are to make a substantial contribution to the transition from post-conflict relief and reconstruction to sustainable development by supporting selected districts in North and East Sri Lanka in addition to the border villages in the three adjacent districts of Puttalam, Anuradhapura and Monaragala, in alignment with their local development plans, through pursuing three specific but interconnected objectives:

1. To support poverty reduction and the provision of basic infrastructure and services for vulnerable populations;
2. To support local economic development; and
3. To strengthen local governance.

The EU-SDDP accompanies the transition from recovery to sustainable development in the Ampara, Batticaloa, Mannar and Vavuniya districts of Northern and Eastern Sri Lanka in addition to the border villages in the three adjacent districts of Puttalam, Anuradhapura and Monaragala, by addressing the needs of the most vulnerable groups and by creating enabling conditions for market and business expansion in these districts. In doing so, the Programme bridges, punctually, inter-district disparities and simultaneously 'prepares' the more impoverished districts to draw nearer to developmental objectives and targets articulated at the national level. Furthermore, the Programme facilitates the transition from recovery-to-development by developing the capabilities of local stakeholders—district governments, Local Authorities and Community-Based Organisations (CBOs) to take forward poverty reduction, local economic development and local governance more effectively and equitably.

Finally, the Programme retains a substantive and financial focus on vulnerable communities and pays particular attention to **conflict-sensitive development**. At the same time, the Programme is designed to effectively balance hardware and software development components, recognising that they are both integral to sustainable development.

Complementarity to other donor and EU programmes

The Programme's focus on vulnerable groups, support to local economic development and local governance strengthening stands to complement and increase the social impacts of large and medium scale reconstruction

activities traditionally undertaken by the GoSL and other large donors (i.e. the World Bank , the Asian Development Bank, Japan, China and India).

This Programme, wherever possible, complements previous and on-going actions of the European Union notably the 'EU-Ampara Partnership', the 'EU-Assistance to Conflict Affected People' (EU-ACAP), 'EU-Socioeconomic Measures' (EU-SEM), the successive 'Aid to Uprooted People' (AUP) housing reconstruction programmes (2005, 2006, 2008, 2010 and 2012) and EU humanitarian assistance programmes (managed by ECHO). The Programme also lays strong focus on the transfer of responsibility for decision-making and implementation from international bodies to Local Authorities.

The EU-SDDP implementation

The EU-SDDP is being implemented by International Organisations, which aim at building synergies and collaboration with each other, and with other district, provincial, central authorities and local stakeholders at the sub-component and activity level. Despite being subject to separate contractual arrangements, EU-SDDP is managed as an integrated programme, with a joint architecture of steering and working committees, assisted by a joint programme manager. Accordingly, the Programme adheres to common steering, planning and design phases, which, thus, increases the inter-connectedness and harmonisation between programmatic components (i.e. 1, 2 and 3) and across thematic sectors (e.g. education, water & sanitation, health income-generation, SMEs and private sector development, and technical/institutional capacity development). This makes for a comprehensive package of reconstruction and development support to the four focus districts and border villages.

The programme started in June 2012 for a period of 60 months (June 2017); the possibility to extend the overall programme and the projects is under discussion.

The Programme is carried out through the following five Contribution Agreements with UN agencies and one Administration Agreement with the IFC:

Implementing Agency	Title of the Action	Allocation (in EUR)
United Nations Development Programme (UNDP)	"Livelihood Development and Local Governance Strengthening"	15,180,000
United Nations Office for Project Services (UNOPS)	"Support to Social Infrastructure Development in Batticaloa, Mannar and Vavuniya"	14,500,000
Food and Agriculture Organisation (FAO)	"Poverty Reduction through Agricultural Development"	13,320,000
United Nations Children's Fund (UNICEF)	"Providing Equitable Access to Enhanced Social Services in Northern and Eastern Sri Lanka"	10,000,000
International Labour Organisation (ILO)	"Skills for Local Economic Development (SKILLED)"	2,000,000
International Finance Corporation (IFC)	"Sustainable Economic Development"	4,000,000
Total		59,000,000

In addition, the Delegation of the EU endeavours to enforce a consolidated **visibility approach** for the entire EU-SDDP by the means of an externally contracted service contract with LDK consultants for an allocation of EUR 600,000. It is thus envisaged that the visibility contract and its impact will also be subject to the evaluation.

More information about the programme as well as recent updates can be found on the following website: www.eu-sddp.lk

2. DESCRIPTION OF THE ASSIGNMENT

➤ Global objective

To contribute towards better attainment of EU development cooperation objectives by empowering key stakeholders involved in EU-SDDP in Sri Lanka with recommendations to undertake well-informed decisions, corrective measures, complementary activities or policy decisions identified through the Programme's evaluation.

➤ Specific objectives

1. **Evaluate** the implementation and design of the EU-SDDP as a programme and of its individual actions and identify relevant areas for potential improvement as well as examples of good practice;
2. **Disseminate** the relevant findings in the form of practical and comprehensible recommendations feasible to be applied within the scope of the EU-SDDP actions or the EU's development cooperation;
3. Provide recommendations for the **identification** of new programmes in line with the priorities set in the Multi-annual indicative programme 2014-2020;

➤ Requested services, including suggested methodology

Note: as part of the tender, the Consultant is expected to **submit a concise evaluation methodology** (max five pages) expanding (not repeating) the indicative methodology described below. Evaluation methods will be reviewed at the beginning of each mission and consolidated with the Contracting Authority before commencing the field activities in view to address relevant emerging issues and, if needed, adapt the ToRs.

Also note that the proposed evaluation assignment transcends usual contracts in two ways:

1. **It involves two missions** and hence allows the evaluation team to assess progress over time;
2. **It involves the dissemination of findings** and corresponding **capacity building** apart from the submission of evaluation reports.

Hence, the collection and analysis of data at different instances of implementation will be an important component of the evaluation methodology to be proposed by the Consultant.

Requested Service Component 1-Evaluations

There will be two evaluation missions: the **Mid-term Evaluation** and the **Final Evaluation**. In line with the provisions foreseen in article 27.5 of the general conditions¹, the final evaluation will be subject to a positive assessment by the EU of the quality of the work carried out by the consultant during the mid-term evaluation. The Delegation reserves the right to terminate the contract after the first phase, should it consider the work carried out by the consultant not up to the required standards.

The financial offer must present the two phases in a distinct way.

Each evaluation must contain an inclusive, independent assessment about the performance of the EU-SDDP as an integrated programme, of each of its actions individually and its impact on each District. It is hence expected that all evaluation criteria be clearly addressed at those three levels: Programme level, Action level and District level.

The review team will be required to perform the independent external evaluation of the EU-SDDP Programme in line with the EC Guidelines for Evaluation:

http://ec.europa.eu/europeaid/evaluation/methodology/guidelines/gui_en.htm

¹ 27.5. Where the contract is performed in phases, the implementation of each phase shall be subject to the approval, by the Contracting Authority, of the preceding phase except where the phases are carried out concurrently.

Cross-cutting issues:

The level of compliance with relevant and up to date EU policies and other authoritative guidelines will be assessed as well as the extent to which cross-cutting issues have been reflected in the design, implementation and results of EU-SDDP and needs of the vulnerable groups. In line with the Financing Decision, specific projects' contracts and European Court of Auditors recommendations, particular attention should be granted to:

1. Gender issues:

e.g. compliance with the 'Commission Communication on Gender Equality and Women's Empowerment in Development Cooperation' (2007), the 'EU Guidelines on Violence against Women and Girls and Combating All Forms of Discrimination against them' (2008); the 'Comprehensive Approach to the EU Implementation of the United Nations Security Council Resolutions (UNSCRs) 1325 and 1820 on Women, Peace and Security' (2008); the 'Council Conclusions on MDGs and Gender Equality and Women's Empowerment in Development EU Plan of Action' (2010-2015) and the relevant sections of the 'European Consensus on Development ' (2005).

2. Inclusion of persons with disabilities and children/youth:

e.g. compliance with the 'Commission Communication on Social Protection in EU Development Cooperation' (August 2012); with the "Study on disability and EU Development Cooperation" (2010). As for children's rights, compliance with the "EU Agenda for the rights of the child" (2011)

3. LRRD/Resilience

e.g. in line with the new European Council Conclusions on EU Resilience highlighting Member States support for the Communication of October 2012 "The EU Approach to Resilience: Learning from Food Security Crises" that committed the European Commission to building resilience in crisis prone countries and established that, in countries that face recurrent crises, increasing resilience will be a central aim of EU external assistance.

4. Conflict sensitivity and "do no harm":

e.g. addressing the compliance with 'Best Practices and Recommendations' document of the 'EU Conflict Sensitivity Assessment 2010', which has been published by Safer World and can be made available by the Delegation upon request.

5. Climate Change Adaptation and Disaster Risk Reduction

6. Environmental safeguards and sustainability

7. Cost-effectiveness with particular focus on infrastructure works and equipment procurement.

8. Financial and institutional sustainability of the outcomes (e.g. of service delivery or of the institutional arrangements sustaining the outcomes).

9. Aid effectiveness: ownership, alignment, harmonisation, results and mutual accountability: 'Consensus on Development' (2005);

10. Local/Good governance

Examining the efficiency and impact of activities under component 3. Evaluating if the selected activities have been strategically integrated and have impacted the wider SDDP activities under component 1 and 2.

11. Business environment for small and medium enterprise development

12. Peace and reconciliation: examine the activities/programme contribution to social cohesion and reconciliation among communities.

Concerning the stakeholders, data collection, surveys and enquiries must cover at least the following:

- Programme partners - all Implementing Partners and local partners.
- Government Agents, District Secretaries and relevant staff.
- Provincial and Local Authorities, representatives of relevant departments, CBOs.
- Vulnerable individuals pertaining to the mentioned categories, SMEs, vocational training providers, business networks and financial institutions, beneficiaries or otherwise.
- Any other stakeholders (including other donors, INGOs, NGOs) implementing activities of similar nature and/or geographical locations.

In addition to the criteria outlined above, the evaluation is expected to assess the programme strategies and activities in the area of **visibility, information and communication**. The evaluation should mainly refer to the visibility contract that the European Union signed with the LDK consultants but also refer to the 'Communication and Visibility Manual for EU External Actions' in order to evaluate the visibility component under EU-SDDP.

Requested Service Component 2–Dissemination of findings and recommendations

This component relates to the editing, production and distribution of a synthetic version of the evaluation reports (one for the Mid-term Evaluation and one for the Final Evaluation).

The mid-term evaluation brochure should come in the form of a maximum 20-page document to be addressed to the field staff of the implementing partners, the key institutions and local partners and the organisations contracted by the implementing agencies under the SDDP. This version of the report should be shorter, more visual and practical and it should focus on the recommendations and findings (it will require Tamil and Sinhala translations).

The final evaluation brochure will come in the form of a maximum 20 page document illustrating the results achieved by the EU-SDDP and the activities carried out by the different projects through facts, figures and photos. The document is to be used for dissemination to the general public (it will require Tamil and Sinhala translations).

The allocation for this component can go up to EUR 1200 to be covered under reimbursable expenses.

This component will also require holding workshops/seminars at the end of each mission to present and discuss the findings of the evaluations and, if needed, reinforce the capacities of the partners to implement the recommendations (an allocation up to EUR 5000 can be considered under reimbursable expenses).

Requested Service Component 3: Provide recommendations for the identification of future programmes

In line with the priorities identified in the new multiannual indicative programme 2014-2020, the consultant will support the European Union Delegation in further understanding the remaining needs in the targeted districts. Based on the outcomes of the evaluation, the consultant will draw up recommendations incorporating the challenges, opportunities and priorities from the districts where the SDDP is implemented. This will be closely linked to the needs of both the decentralised and deconcentrated levels and the priorities set in the national development policy. This action will start during the first mission together with the mid-term evaluation and will continue during the final evaluation mission.

➤ Required outputs



The following outputs are required as part of the assignment:

Requested service component	Outputs for Mid-Term Evaluation	Outputs for Final Evaluation
1. Evaluation	Findings and evaluation reports	Findings and evaluation reports
2. Dissemination and capacity building	Evaluation brochure/workshop 1	Evaluation brochure/workshop 2
4. Identification	Recommendations as annex to the evaluation report	Recommendations as annex to the evaluation report

EXPERTS PROFILE OR EXPERTISE

➤ Number of requested experts per category and number of man-days per expert

This evaluation will be carried out by a team consisting of **at least five (5) Experts: two (2) senior and three (3) junior**; of which one Expert will coordinate as the Team Leader for the evaluation missions. Please note that the team **must** cover collectively, on the grounds of earlier accumulated, verifiable experience and knowledge, the cross-cutting issues and the qualifications and experience as per the table below.

The Consultant should provide **262 man-days** as follows:

Expert	Mid-term evaluation - travel	Mid-term evaluation – working days in Sri Lanka ²	Mid-term evaluation – home based ³	Final evaluation - travel	Final evaluation – working days in Sri Lanka	Final evaluation – home based ⁴	Total
1. Senior - team leader	2	27	10	2	20	8	69
2. Senior	2	22	3	2	18	2	49
1. Junior	2	22	2	2	18	2	48
2. Junior	2	22	2	2	18	2	48
3. Junior	2	22	2	2	18	2	48
total	10	115	19	10	92	16	262

➤ Working language(s)

English will be the main working language *vis-à-vis* the Contracting Authority and Implementing Partners. However, **Tamil** will be essential for field work namely to interact with most beneficiaries and some Local Authorities. The Consultant will have to make arrangements for a high-standard **Tamil -English** translation service for the experts. **Sinhala** will be necessary for some beneficiary communities and Local Authorities.

➤ Profile or expertise required (education, experience, references and category as appropriate)

The Contracting Authority is seeking for the Consultant to cover the following thematic expertise in:

1. **Livelihood development;**
2. **Local/good governance;**
3. **Agriculture/rural development;**
4. **Social infrastructure and WASH;**
5. **Environmental safeguards and sustainability;**
6. **Small and Medium Enterprise Development and TVET;**
7. **Gender and child protection.**

The following table will be used by the Contracting Authority to check compliance with the above and evaluate the profile of experts whilst allowing for a flexible distribution and allocation of expertise.

² The consultant is deemed to work five days a week but can request the contracting authority to work 6 days a week.

³ For the team leader it includes: 3 days as desk review before the mission and 7 days for the preparation of the draft and final reports and the mid-term evaluation brochure.

⁴ For the team leader it includes: 2 days as desk review before the mission and 6 days for the preparation of the draft and final reports and the final evaluation brochure

	Expert check-box					Expert requirement/ Observation
	1	2	3	4	5	
Qualifications and skills						
- Development economist/Development social scientist/Good governance specialist (or equivalent) from any background relevant to the assignment (e.g.: political sciences, public administration-International Development, development studies, public finances, sociology or anthropology of development) with authoritative credentials in local governance, peace and reconciliation, livelihoods, development indicators;						At least one or two experts.
- Civil engineer or Architect (or equivalent) with authoritative credentials/qualifications relevant to social infrastructure, environmental safeguards, environmental design, irrigation WATSAN, WASH and solid waste management;						At least one expert
- Environment sciences specialist (or equivalent) with authoritative credentials/qualifications relevant to environmental safeguards, environmental management, solid waste management;						Optional if expertise not covered by civil engineer or architect
- Rural development specialist (or equivalent) with authoritative credentials/qualifications in livelihoods, agriculture development; conflict sensitivity and "do no harm"						At least one expert
-Relevant academic qualifications or professional accreditations (e.g.: Post-graduate specialisations, Masters, PhD, Post-doc, fellowship, lectureships, professorships, LEAD, BREAM, FIDIC, PMI, Prince 2, etc...) in issues relevant to the implementation, management or evaluation of development assistance;						Will be positively considered
- Proficiency in English (or equivalent) standards in writing and presentation;						At least four experts
-Knowledge of Tamil and Sinhala ;						Advantage but translators can be contracted out
-Excellent analytical, communication and report writing skills required.						At least two including the Team Leader
General professional experience						
- 10 years in international development through project management, technical assistance, evaluation or research;						At least two experts including Team Leader
- 3 years in international development project management, technical assistance evaluation or research;						At least three experts including Team Leader
-3 years in evaluation or studies services for international donors;						At least two experts
-3 years in practical/operations project cycle management in developing contexts;						At least two experts
-in development cooperation programme evaluation ;						At least three experts
-in undertaking large field research projects ;						At least one expert
-in rural livelihood development, poverty reduction and support to vulnerable ;						At least one expert
- environmental sustainability management/design/consultancy;						At least one expert
-in Linking Relief, Rehabilitation and Development (LRRD) / resilience ;						At least one expert
-in participatory planning processes;						At least one expert
- gender mainstreaming, gender equality, gender-based violence and child protection with experience of applying these concretely to humanitarian and/or development programmes, sectors, plans, policies and business processes;						At least one expert
-in child protection/youth;						At least one expert
- in disability inclusion;						At least one expert
- international publications concerning issues relevant to the assignment;						Advantage
-extensive experience in consultancy services for ODA donors.						Advantage
Specific professional experience						
-directing quantitative analysis research in development contexts ;						At least one expert
-undertaking qualitative research on social cohesion/living conditions in development contexts or work on development indicators ;						At least one expert including Team Leader
- in peacebuilding and reconciliation research, project management or evaluation						At least one expert including team leader
-field data collection with rural communities in developing contexts;						At least one expert
-at least three years in reconstruction and rehabilitation of community infrastructure , preferably in the areas of irrigation, drainages, WASH;						At least one expert
-3 years in development projects with a particular emphasis on local governance and fiscal decentralisation , including capacity-building, public service delivery and participatory planning, budgeting and accounting ;						At least one expert (relevant but not required for Team Leader)
-in Small and Medium Enterprise Development and market development ;						At least one expert
-in social entrepreneurship, supply chain analysis ;						At least one expert
-in EC, UN and WB contracting procedures;						At least one expert (preferably the team leader)
-in producing training material and undertaking capacity building of development actors						At least one expert

-in visibility and communication activities in integrated programmes;						Advantage
- relevant publications on issues relevant to by Sri Lankan IDPs;						Advantage
- practical or research experience in the region.						Advantage

4. LOCATION AND DURATION

➤ Starting period

This indicative start of the assignment is **January 2016**.

➤ Foreseen finishing period or duration

To be carried out within the maximum duration of **30 months from the date of commencement**.

➤ Planning

The indicative plan will be presented by the tender together with the methodology and will be finalised at the beginning of the field mission.

The final report of the mid-term evaluation should be submitted prior mid 2016 so that the recommendations can feed into the drafting of the implementing agencies work plans for 2017.

➤ Location(s) of assignment

The Consultant shall undertake a minimum of **two missions to Sri Lanka** involving the full-time dedication of the five experts. Within Sri Lanka the team is expected to undertake visits and meetings in Colombo and programme field visits in all the districts covered by the EU-SDDP programme (**Ampara, Batticaloa, Vavuniya, Mannar, Puttalam, Monaragala and Anuradhapura**).

5. REPORTING

➤ Content

For each phase, the reporting will be structured as follows:

1. Inception report (of maximum 20 pages)

In this report the Consultant will include the intended updated evaluation methods on the basis of the Evaluation team's overview and analysis of all key documentation and information and of the latest events, findings or requirements of the Contracting Authority. Key documentation will be provided to the retained contractor upon request prior to their missions e.g. identification and formulation mission reports, Financing Decision, contracts with implementing partners and service providers, programme work plans, progress reports, EU results oriented monitoring reports, minutes of programme committee, working groups, Provincial and District Steering Committee Meetings, monitoring and evaluation reports of implementing partners (if/when available), programme publications etc.

This report should also include a clear evaluation work programme of foreseen activities to be approved *ex-ante* by the EU-Delegation.

2. Mission debriefing report (of maximum 20 pages)

At the end of the field phase, the Evaluation Team has to summarise its field work, discuss the reliability and coverage of data collection, and make a presentation with its preliminary findings and recommendations first in a meeting with the EUD and then through a workshop with the Programme Management of the Implementing Partners and representatives of the Government of Sri Lanka. This can be in the form of an *Aide Memoire* complemented by a power point presentation.

3. Draft final report (of maximum 40 pages excluding annexes).

Building on the findings of the desk research and of the field phase, the assessor will describe the facts, analyse and interpret them in accordance with the key questions pertinent to each of the 7 evaluation criteria considered in the EC Methodology for Evaluation (relevance, efficiency, effectiveness, impact, sustainability, coherence/complementarity, community value added). This will include lessons learnt, conclusions and recommendations.

Following the instructions of the "EC methodology for evaluation procedures" and of the "Project Cycle Management Manual", the report should have the following structure:

- Executive Summary (no more than 5 pages, usable as a free-standing document).
- Main text (including short presentation of the evaluation questions on the Programme, synthesis of the answers, visibility of the Programme, analysis and interpretation of the facts in accordance with the 7 evaluation criteria at three levels: the programme, the projects, the districts).
- Lessons learnt, conclusions and recommendations. These should be presented as a separate chapter. They will vary in nature but will cover principally aspects of the 7 evaluation criteria. Whenever possible, each key conclusion of the evaluation will include a corresponding recommendation.
- Annexes including original and updated Logical Framework, map of areas covered by the Programme, list of interviews, list of documents used and any other text or table which contains facts used in the evaluation. The recommendations for future areas of interventions will be included as annex.

The **draft evaluation brochure** will be sent together with the draft final report.

4. Final report (of maximum 40 pages excluding annexes)

With the same specifications as mentioned above, incorporating any comments received from the concerned parties on the draft report. The final report will be subject to the approval from the EU Delegation.

The **final evaluation brochure** will be sent together with the final report.

➤ **Language**

English

➤ **Submission/comments/timing**

For each phase:

1. **Inception report** at the latest **after 5 days** from the start of the field phase.
2. **Mission debriefing report:** following the **conclusion of the field phase** the Evaluation Team will first de-brief the EU-Delegation (bilaterally). Then, in a separate de-briefing session with the Programme Management of the Implementing Partners, the EU-Delegation, the Government of Sri Lanka in Colombo, the preliminary findings, recommendations, etc... will be presented. The de-briefing will include seminar-like events, where the Evaluation Team will work with the EU-Delegation, the Government representatives and Implementing Partners staff in order to capacitate them on how to best take recommendations into account and incorporate cross cutting issues into the Programme. See the section "Requested Service Component 3" above for more details. Further, dissemination of findings and recommendations both specific and general in nature will be expected as per "Requested Service Component 2".
3. **Draft Final Report** and **draft evaluation brochure:** to be submitted **within two weeks** of completing the field phase.
4. **Final Report** and **final evaluation brochure:** to be submitted **within 20 days** of the receipt of the comments.

➤ **Number of report(s) copies**

All final reports will be submitted in 10 paper versions and an electronic version to the EU-Delegation. The report should be presented in Word for Windows format and all tables will be in Excel for Windows format.

The number of brochures will be agreed together with the implementing partners during the field phase but will not exceed the total amount of EUR 1200 for both missions.

6. ADMINISTRATIVE INFORMATION

➤ **Interviews if necessary indicating for which experts/position**

The Team Leader might be interviewed by telephone or video-conference if deemed necessary by the Contracting Authority.

➤ **Other authorised items to foresee under 'Reimbursable'**

International travel costs, *per diems* and services such as interpretation/translation (allocate EUR 1500), data collection and survey (if needed), rental of equipment for sampling or to perform laboratory tests (if needed), printing of the brochures (around EUR 1200), the organisation of workshops (consider around EUR 5000) can be allocated to the 'reimbursable' budget allocation. Note that all local intra-city travel costs are to be covered by the *per diem*. For travel outside the Colombo District please consider an allocation of EUR 3000.

➤ **Operational conditionality for intermediary payment if any**

The intermediary payment is conditioned to the approval of the outputs by the Contracting Authority. Accordingly, the Contracting Authority will be particularly cautious in assessing the extent to which the Consultant has:

1. substantively covered the each Programme and Action-level indicator;
2. been pro-active in anticipating and improving programme indicators and will not accept the argument that indicators were poor or un-SMART as a justification for non-quantitative or non-substantiated evaluative appreciations.

➤ **Tax arrangements**

N/A

➤ **Others**

The assignment will be contracted on the basis of **Global Price**. The financial offer must be divided to present the two phases.

During all contacts with Sri Lankan authorities, local beneficiaries, stakeholders and Implementing Partners, the experts will clearly identify themselves as independent consultants and not as official representatives of the European Commission.

Attention is drawn to the fact that the Delegation reserves the right to have the reports re-drafted if deemed necessary.

The Framework Contractors are also requested to attach a copy of the passport of the proposed experts, together with their location of residence for the collection of their visa.

Prior to the commencement of the mission, the experts should obtain work permit visas for Sri Lanka, as required. Proper work permits might be necessary in particular to obtain authorisation to travel to certain restricted areas in the North and East of the country.