

TERMS OF REFERENCE

Title:	Land Tenure Specialist – Project Evaluator
Project:	Livelihoods and Food Security Trust Fund (LIFT)
Duty station:	Home based with mission travel to Myanmar, or Myanmar based
Post Level:	IICA-3 (International Individual Contract Agreement)
Section/Unit:	LIFT
Duration:	34 days
Supervisor:	Livelihoods and Food Security Specialist

I. Background of LIFT

The Livelihoods and Food Security Trust Fund (LIFT) is a multi-donor fund established in 2009 to address food insecurity and income poverty in Myanmar. LIFT has received funding from 14 donors – the United Kingdom, the European Union, Australia, Switzerland, Denmark, the United States, the Netherlands, Sweden, France, Luxembourg, Italy, New Zealand, Ireland and Mitsubishi Corporation. The United Nations Office for Project Services (UNOPS) is the Fund Manager to administer the funds and provide monitoring and oversight.

The overall goal of LIFT is to sustainably reduce the number of people living in poverty and hunger in Myanmar. LIFT's purpose is to strengthen the resilience and sustainable livelihoods of poor people in Myanmar. LIFT's purpose-level outcomes are increased income, decreased vulnerability, improved nutrition, and pro-poor policy developments.

LIFT works with implementing partners that include international and national non-government organisations, United Nations agencies, the Government of Myanmar, private sector organisations, and academic and research institutions.

LIFT is active in the four main agro-ecological zones of Myanmar: the Ayeyarwady Delta, the coastal region of Rakhine State, the central dry zone (including Mandalay, Magway and the southern Sagaing region), and the upland areas of Chin, Kachin, Kayah, Kayin and Shan States and Tanintharyi Region.

So far, LIFT has reached more than 7.2 million people, or roughly 20 per cent of rural Myanmar's population; and is active in almost half the country's townships. LIFT is funding projects through to June 2019. For more details, visit www.lift-fund.org.

II. Background of the assignment and the related projects

LIFT supports projects that are carried out by implementing partners (IPs) according to the grant agreement. LIFT supported projects are subject to a midterm review and a final evaluation managed by the LIFT Fund Management Office. Midterm reviews (MTR) are managed in collaboration with implementing partners and should assess the relevance, effectiveness, efficiency, and sustainability of the project, as well as particular technical issues specific to the project, and include recommendations for improving the project in its remaining tenure.

The assignment concerns the midterm review of two projects that are focusing on land tenure security and have closely interrelated objectives:

1) Project Title:	<i>Fostering equitable access and control over land and related natural resources in Myanmar</i>
IP:	Land Core Group (LCG), head office based in Yangon
Location:	Countrywide (all states and regions)
Duration:	January 2016 – December 2018
Budget:	\$ 1,699,466 USD

The purpose of the project is to contribute to equitable access and control over land and related natural resources for vulnerable rural people in Myanmar. The project focuses on five key intervention areas: (1) policy advocacy, (2) land rights support, (3) land sector coordination and knowledge sharing, (4) private sector advocacy and (5) research. This project is a second phase of an earlier project from 2012 to 2015 funded by LIFT when the LCG was a team within the Food Security Working Group. That project was evaluated in 2016¹:

The project expected outputs are:

- 1.1. The parliament and the government enact and implement equitable laws and procedures protecting smallholders land rights and community access to natural resources
- 1.2. Government and parliament at all levels improve understanding of land rights, land laws, and land related complex conditions
- 2.1. Smallholder farmers, community support groups and local CBOs understands land rights, land laws and land related complex conditions
- 3.1. LCG and partners regularly share knowledge and information, coordinate and collaborate activities on the land and natural resource sector
- 4.1. Investors and financial institutions increase understanding of domestic laws, international guidelines, HR standards, land and natural resource related policies, laws and complexity conditions
- 5.1. CSO staff are better skilled to document land issues and conduct rigorous research
- 5.2. LCG and partner CSOs conducted quality research related to land and natural resources to contribute to policy change

2) Project Title:	<i>Understanding rural land issues to engage comprehensive policy dialogue in Myanmar</i>
IP:	GRET, project office based in Yangon
Location:	Myanmar (Sagaing, Ayeyarwaddy, Yangon, Mandalay, Chin, Bago and Tanintharyi)
Duration:	May 2013 – April 2019
Budget:	\$ 1,053,864

The purpose of the project is to carry out a study to improve understanding on how land tenure links with livelihood security for enhanced and comprehensive policy dialogue. The specific objective of the study is to provide accurate and documented material on land dynamics, focusing on two issues: access to land and land tenure security. It documents forms of land access, land markets, land tenure insecurity and processes of securing land tenure. It also analyses interrelations of such aspects with farming practices, natural resources harvesting, and livelihoods security.

The research has been conducted in the rural areas of the Ayeyarwaddy Delta (Bogale and Mawlamyinegyun townships) and the Dry Zone (Monywa and Yinmarbin townships), and was later extended to peri-urban areas of Mandalay and Yangon and upland areas of Northern Chin state. Some research work is ongoing in Tanintharyi. The study combines in-depth qualitative and quantitative methods. Research results are disseminated through detailed reports, policy briefs and various workshops at regional and union levels. Specific findings have contributed to policy dialogue processes including the drafting of the National Land Use Policy.

A two year project cost-extension was approved in April 2017 to strengthen the publication and dissemination of the research results, and for additional research on specific issues. In addition, the project team will carry out independent assessments of potential sites for land reallocation by the regional governments of Ayeyarwaddy, Bago and Mandalay in order to inform the government about the various claims and conflict over these areas and the feasibility of a land reallocation programme.

¹ <http://www.lift-fund.org/lift-funded-networks-synthesis-report>; the full report will be made available to the Consultant.

The project expected outputs are:

1. In-depth studies on land tenure and targeted issues (credit and indebtedness, land markets, land tenure individualization process, migration) in the Delta, Dry Zone and Uplands areas.
2. Local organizations including local NGOs and Community Based Organizations (CBO) are sensitized on land tenure concepts and surveying methods and tools through a “learning by doing” approach through their participation in joint studies
3. Research findings are valued through a broader range of materials disseminated more effectively to feed policy debates on land tenure.
4. The regional government receives independent advices based on comprehensive ground assessments of 21 pre-identified sites for land (re)allocation.

III. Purpose and Objectives of the assignment

Under the direct supervision of the Livelihoods and Food Security Specialist, and in accordance with UNOPS policies, procedures and practices, the Consultant shall conduct the Midterm Review (MTR) of the two projects related to the land sector.

The purpose of the MTR is to:

1. Demonstrate accountability to major stakeholders, including donors and beneficiaries,
2. Foster learning for improving project design and/or implementation, and
3. Generate evidence for policy development.

The MTR should help the project team identify key project learnings and adjust the project implementation through a participatory approach.

The specific objectives of the review include:

1. Address the LIFT-level evaluation questions concerning the following criteria, in relation to the projects’ overall approach and their individual components where appropriate:
 - a. Relevance: The extent to which the project and its components are suited to: (1) the priorities and needs of the target beneficiaries; (2) LIFT’s policies and objectives; and (3) the Myanmar policy and development context.
 - b. Effectiveness: A measure of the extent to which the project is attaining its expected results and targets, based on the project’s theory of change, measurement framework and/or logical framework.
 - c. Efficiency: A measure of the extent to which the project has delivered value for money, in terms of costs and major benefits.
 - d. Sustainability: An assessment of the economic and, where appropriate, social and environmental sustainability, of a project, considering here the nature of the project oriented towards policy change.
 - e. Gender equality: The extent to which project design and implementation has considered gender-related differences in the roles, responsibilities and needs of the target beneficiaries and stakeholders, and enabled greater gender equality and women’s empowerment.
2. Address specific technical questions on the following project components and the implementing partners:
 - (a) LCG institutional capacity and networking
 - (b) Strategies for policy influencing and advocacy
 - (c) Research quality and methodologies
 - (d) Effectiveness of knowledge dissemination strategies
 - (e) Effectiveness of the training modules and capacity building

Specific questions for the above key criteria and topics are further detailed in annex 1. Early on in the consultancy, the consultant(s) will work closely with LIFT, LCG and GRET to further refine these questions, from which the consultant(s) will then develop the appropriate data collection instruments.

3. Distill lessons and good practices, as well as identify barriers to effective implementation, in order to provide meaningful and feasible recommendations for improving the projects in their remaining time, as well as in a possible extension period.

IV. Approach and Methodology

Although to be determined by the Consultant, the mid-term reviews will be based on qualitative methods, mainly key informant interviews and focus group discussions.

Suggested data sources and collection methods include:

- Review of existing LIFT and project documentation (project proposal, the annual and semi-annual reports, research reports and studies, and FMO's field visit reports and other relevant project documents), the LIFT Strategy (2014-2018),
- Conduct consultations with relevant project stakeholders and partners, including key stakeholders in the government
- Develop an online questionnaire (e.g. 'SurveyMonkey' or the like) to be sent to a large number of LCG partners to broaden the number of opinions collected.

In addition, the Consultant will facilitate a workshop with the respective project teams to analyse current results, challenges, identify learnings and consider approaches for improving project design and approaches.

V. Deliverables

The following documents / events will be required:

1. Design meetings with LCG, GRET and LIFT FMO to clarify midterm review's objectives and major questions and to review logistics
2. Inception report, including refined midterm review objectives, major questions, survey methodologies (i.e., FGD and KII topic guides), and a detailed work plan.
3. Project review workshops with LCG and GRET project teams (facilitation only)
3. Debriefing meetings with LCG, GRET and LIFT FMO to discuss the findings, lessons, and proposed recommendations (two days after completing the field trip)
4. Two single Draft Final Reports, one for each project, as per an agreed table of contents referring to the three purposes of this MTR as addressed in section III (up to fifteen days after the briefing presentation,
5. Two single Final Reports, one for each project (up to seven days after receiving final written feedback from LIFT).

VI. Work Plan and Estimated Timeframe

The Consultant will work for an estimated 34 days, partially working from home (16 days) and on research work in Myanmar (18 days) according to the tentative work plan below. A detailed work plan and meeting schedule will be developed prior to the Consultant arrival in-country in coordination with LCG and GRET.

In-country visits are planned for the month of October 2017. Consultations in various locations (Yangon, Nay Pyi Taw, Sagaing and Ayeyarwaddy – to be confirmed) will be followed by a debriefing to the FMO and the project teams in Yangon.

Suggested Tasks / Location for LCG project review	Estimated number of days
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Desk review of key documents (home-based)	2
Preparing a questionnaire and launching an on-line survey (home-based)	2
Meetings and consultations in Yangon with FMO	0.5
Meetings and consultations in Yangon with LCG	1.5
Meetings with relevant stakeholders in Yangon, Sagaing and Nay Pyi Taw: policy makers, government, CSOs, trainees and researchers	6
Analysis and debriefing in Yangon	2
First draft report (home-based)	4
Finalized report (home-based)	1
Total	19

Suggested Tasks / Location for GRET project review	Estimated number of days
Desk review of key documents (home-based)	3
Meetings and consultations in Yangon with FMO	0.5
Meetings and consultations in Yangon with GRET	1.5
Meetings and consultations in Yangon, Nay Pyi Taw and Ayeyarwady region with relevant stakeholders	4
Analysis and debriefing in Yangon	2
First draft report (home-based)	3
Finalized report (home-based)	1
Total	15

LIFT's Support to the Consultant

LIFT will provide facilitators to support the Consultant in the logistics and arrangements for research and consultations, and for the interpretation of interviewees' responses.

LIFT will cover the costs of meeting and workshop venue, support workshop organization and will provide all logistical and travel arrangements in-country.

VII. Education, Experience and Language Requirement

Education

A Master's Degree in social sciences, agriculture, natural resource management, rural development or a subject relevant to the TOR is required. Additional two years of similar experience with a Bachelor's Degree is considered as equivalent.

Experience

- Minimum seven years of experience in project implementation, evaluation and/or research and policy advocacy on subjects relevant to the ToR is required.
- Technical knowledge and experience in land tenure research and policy advocacy in general is preferred.
- Proven understanding of the socio-economic and political situation in Myanmar is desirable.
- A sound understanding of livelihoods, food security issues and land tenure practices in South-East Asia and/or Myanmar is an advantage.

Language Requirement

- Fluency in both written and spoken English is required.

Functional Competencies

- Professionalism – Ability to conduct independent research and analysis, identify issues, analyze options and recommend solutions. Ability to work systematically, accurately and under pressure. Planning and organizing - Ability to establish priorities and to plan, coordinate and monitor own work plan in relation to other stakeholders and actors in the evaluations.
- Client orientation - Ability to identify clients' needs and appropriate solutions; ability to establish and maintain productive partnerships with clients and related parties.
- Analytical skills – Strong skills in methodology and analysis.
- Technological awareness - Excellent computer skills and ability to use software tools to present data clearly and concisely.

UNOPS Core Values/Competencies

- **Strategic Perspective** - Develops and implements sustainable business strategies, thinks long term and externally in order to positively shape the organization. Anticipates and perceives the impact and implications of future decisions and activities on other parts of the organization.
- **Effective Communication** - Expresses ideas or facts in a clear, concise and open manner. Communication indicates a consideration for the feelings and needs of others. Actively listens and proactively shares knowledge. Handles conflict actually, by overcoming differences of opinion and finding common ground.
- **Integrity and inclusion** - Treats all individuals with respect; responds sensitively to differences and encourages others to do the same; Upholds organizational and ethical norms; Maintains high standards of trustworthiness. Role model for diversity and inclusion.
- **Leading self & others** - Acts as a positive role model contributing to the team spirit. Collaborates and supports the development of others.
- **Partnering** - Demonstrates an understanding of the impact of own role on all partners and always puts the end beneficiary first. Builds and maintains strong external relationships and is a competent partner for others.
- **Result Orientation** - Efficiently establishes an appropriate course of action for self and others to accomplish a goal. Steps lead to total task accomplishment through concern for quality in all areas. Sees opportunities and takes the initiative to act on them. Understands that responsible use of resources maximizes our impact on our beneficiaries.
- **Agility** - Open to change and flexible in a fast paced environment. Adapts own approach to suit changing circumstances or requirements. Reflects on experiences and modifies own behaviour. Performance is consistent, even under pressure. Always pursues continuous improvements.
- **Solution Focused** - Evaluates data and courses of action to reach logical, pragmatic decisions. Takes an unbiased, rational approach with calculated risks. Applies innovation and creativity to problem-solving.

Other considerations:

Applicants are requested to:

- Submit a letter of motivation and a CV specifying experience and skills.
- Include the names and contact details of three recent, professional referees.
- Indicate your daily fee expectations in USD.
- Note that this is a home-based contract. Reimbursement of travel and payment of Daily Subsistence Allowance will be paid according to UN rules and regulations

Project Authority (Name/Title)	Contract Holder (Name/Title)
Signature	Signature
Date	Date

VIII. Annexes

Annex 1: MTR Detailed Questions

This section provides more detail on additional topics and issues that are particularly important to LIFT and its partners.

Address the LIFT-level evaluation questions concerning the project's overall approach and its components where appropriate:

1. Relevance:
 - How relevant are the project's overall purpose and objectives to the needs of Myanmar?
 - How relevant are the project's overall approach and components to the Myanmar socio-political context and for achieving the project's objectives?
2. Effectiveness:
 - To what extent has the project achieved its expected outputs and outcomes on the basis of the project log frame and/or theory of change?
 - To what extent has the project contributed to the achievement of the LIFT log frame, particularly to improving pro-poor policy.
 - What have been the positive and negative unintended and unexpected consequences of the project?
3. Efficiency:
 - To what extent has the project been implemented on budget and on time?
 - To what extent is the project delivering or posed to deliver value for money, as defined by costs versus major benefits
4. Sustainability:
 - To what extent has the project established a viable model for the provision of services and products? In particular in regards to policy networking and capacity building of key stakeholders.
5. Gender equality
 - To what extent has the project considered gendered differences in the needs, constraints and opportunities of beneficiaries as well as in regards to research and policy objectives?
 - To what extent have women participated equally in the project?
 - To what extent have men and women benefitted equally from the project?

Address specific technical questions of each project component, focusing on (some of these questions may overlap with the questions listed above):

6. LCG institutional capacity:

- How have the Land Core Group institutional, organizational and networking capacities evolved during the project implementation?
7. Strategies for policy influencing and advocacy
 - To what extent have the Land Core Group and GRET developed relevant and effective policy advocacy strategies?
 - To what extent and how have the projects *contributed* to policy change?
 - Are the independent ground assessments by LCG and GRET responding to a clear demand from the Ayeyarwaddy regional government and likely to be useful for reviewing its approach to land re-allocation?
 8. Research quality and methodologies
 - To what extent have the projects generated robust and useful knowledge and evidence regarding land tenure practices and issues in Myanmar?
 - To what extent have the projects established quality assurance processes to ensure that the research results are reliable and recognized?
 - To what extent have the projects contributed to research capacity building in Myanmar in particular in social sciences?
 9. Effectiveness of knowledge dissemination strategies
 - To what extent have the projects been able to disseminate the knowledge produced?
 - Are the relevant stakeholders and policy makers aware of and using these results?
 - To what extent is the LCG recognized as a key source of information about the land sector in Myanmar?
 10. Effectiveness of the training modules and capacity building
 - To what extent have LCG trainings been useful to improve awareness of small landholders and their capacity to increase land tenure security?