

TERMS OF REFERENCE
for
External Evaluation of Karenni Refugee Camp Management Project
on the Thai-Myanmar Border

1. Background to Review/Evaluation

Act for Peace (AfP) is the International Aid and Development Agency of the National Council of Churches in Australia and works with local partners throughout the Pacific, Asia and Africa. Act for Peace has been working with The Border Consortium since 1989. The Border Consortium (TBC) is the main provider of food, shelter and other forms of support to approximately 79,463 refugees from Burma/Myanmar living in nine camps in western Thailand.

Since 2012, AfP has applied its own funds and funds from the Australian Department of Foreign Affairs and Trade (DFAT) Australian NGO Cooperation Program (ANCP) to support TBC’s Camp Management Project with Karenni refugees on the Thai-Myanmar border.

Every three years, Act for Peace and TBC seek to undertake an evaluation for this project. The purpose of the evaluation is to critically examine the project to assess the project’s effectiveness, identify strengths on which to build, and/or to inform programming decisions.

The Camp Management Project objectives include:

	FY19	FY20 & FY21
Project Objective/Goal	Building capacity and preparedness towards future voluntary returns or durable solutions through equity, diversity and gender balance and through strengthening management systems within camps	To strengthen equal numbers of male and female refugee leadership to promote more meaningful participation and supporting self-reliance.

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	FY19	FY20 & FY21
Outcome 1	Camp management’s capacity to practice good governance principles and provide effective camp administration and camp services in Ban Mai Nai Soi and Ban Mae Surin enhanced.	Community-led camp governance structures and participatory mechanisms ensure that women, men, boys and girls of all ages and diverse backgrounds can be self-reliant.
Outcome 2	Burmese refugees enabled to obtain and/or maintaining the highest level of self-reliance possible within the camp environment and the refugee context.	Women, girls, boys and men refugees benefit from adequate basic services by camp administration.
Outcome 3	Camp communities and Community-Based Organisations (CBOs) in the camps access and disseminate information on voluntary return and are able to have their views and recommendations heard and taken into account in the development of return plans and policies for return.	Camp coordination promotes full and equal respect for the rights of everyone by supporting refugees to make informed decisions.
Outcome 4	Information sharing (including knowledge storage) and cross-collaboration among TBC staff, the refugee community and other stakeholders is strengthened.	Coordinate and monitor service provision, including identifying gaps and duplications to encourage sectors to work together.

2. Purpose of Evaluation

As per Act for Peace procedures and ANCP requirements, the *Karenni Refugee Camp Management Project on the Thai-Myanmar Border* project is due for a three-yearly evaluation in FY21. The evaluation will be formative, in that it evaluates the impact of the project over the last three years, the efficacy of the intervention in adapting and meeting its goals and objectives year on year in a changing context, and the ongoing relevance of the project to the needs and priorities of refugee communities within the Camps. These learnings will be

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applied to the design and implementation of subsequent phases of the project.

3. Scope of Evaluation

This evaluation will cover the time period of 1st July 2021-31st August 2021 for Ban Mai Nai Soi Camp and Ban Mae Surin Camp. The evaluation will cover all the past and current project components during this time period.

The refugee communities in the two camps are the primary stakeholders of this evaluation. Additional key stakeholders are the partners of TBC's Camp Management Project for the two Karenni camps, who take a lead in management of the camps and durable solutions including return. These are: The Karenni Refugee Committee, the Camp Committees of Ban Mai Nai Soi Camp and Ban Mae Surin Camp, the Karenni Women's Organisation the Karenni Youth Organisation and the Karenni Refugee Repatriation and Reconstruction Working Group. Other NGOs and agencies, working with refugees in these two camps, also have an interest in this evaluation, in particular the United Nations High Commissioner for Refugees.

The evaluation's primary audiences are Act for Peace and partner organisation (TBC) including the communities that the project serves, as well as the back-donor the Department of Foreign Affairs and Trade, specifically the Australian NGO Cooperation Program staff.

Factors outside the scope of this evaluation include:

- The impact of TBC's other projects in Thailand
- The direct impacts of TBC's Thailand and Myanmar projects within Kayah State
- Activities conducted by TBC within Ban Mai Nai Soi Camp and Ban Mae Surin Camp, address needs arising from the COVID-19 pandemic that were not included in agreed project variances

4. Objectives of Evaluation

The evaluation will explore the following criteria: impact, effectiveness, relevance and coherence. **Key evaluation questions** for each of these criteria are provided below.

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Impact

- To what extent has the project generated positive or negative, intended or unintended, higher-level effects?
- To what extent has strengthening management systems within camps contributed towards future voluntary returns or durable solutions?
- What percentage of primary beneficiaries report an improved sense of safety and well-being at the end of the program, disaggregated by age and gender?
- To what extent has the project strengthened refugee leadership to promote more meaningful participation and supporting self-reliance?
 - Has this capacity been strengthened in equal numbers of male and female refugees? What factors have influenced this?

Effectiveness

- To what extent were the project outcomes achieved?
 - What were the major factors influencing the achievement or non-achievement of the outcomes?
- In what ways do the refugee community feel the project has increased their capacities for decision-making and self-reliance?
 - What impact has increased access to services had on these capacities?
- To what extent were results experienced differently across different groups (women, children, people with disability, older people, etc)? How were equity issues addressed?
- How were participation rights addressed: access to information, spaces for expressing opinions and views and how did these influence the conduct of activities and the project in general?
 - What percentage (%) of beneficiaries (disaggregated) report positively on accountability and effective program delivery?

Relevance

- Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives?
- Are the activities and outputs of the project consistent with the intended impacts and effects?
- Was the protection assessment and design relevant to the context?
 - Are the assessments appropriate for ensuring relevance of program design?

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- What is the project's relevance to the social, economic, political and natural environmental context in which it is operating?
- In what ways does TBC's partnership model for this project represent an appropriate response to identified local needs and priorities? If so, how?
 - In what ways does TBC feedback information collected from communities e.g. informing communities of planning, delivery, monitoring and reporting updates?
 - To what extent do communities and people involved in the project /affected by crisis consider that the response takes account of their specific needs and culture?

Coherence

- In what ways has TBC's partnership model helped achieve program objectives and outcomes?
- To what extent has there been progress in involving partners to take up more responsibilities?
 - To what extent and in what ways are partners taking the lead while TBC is facilitating the work?
- In what ways has the partnership between TBC/AfP contributed to project outcomes?
 - Are there areas which could be more effective?

5. Approach and Methodology of Evaluation

This evaluation requires a mixed method review which includes qualitative and quantitative data, including primary and secondary data. All data should be disaggregated by sex, age (under and over 18 years old) and dis/ability status.

Approaches will include:

- Desk review of project documents including:
 - Project Proposals (including but not limited to the budget, implementation plans and monitoring and evaluation plan);
 - Monitoring reports from TBC to AfP during this time period;
 - TBC's internal Monthly Reports, including reports from the Manager of the Camp Management and Preparedness Project;
 - Any other data used to measure project performance.

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- Focus Group Discussions (FGD), Key informant interviews (KII) and other participatory methods with beneficiaries and key stakeholders, conducted; in consideration of local lockdown procedures due to the pandemic, FGD and KII may be conducted virtually, face-to-face or a combination of both, depending on the situation and protocols in the project areas. The evaluation process will include a sound sample selection process which seeks, as much as possible, to involve the beneficiaries, stakeholders and staff that it seeks to evaluate.
- Data will need to be disaggregated by sex, age and status of disability.

Sample

- Samples should be calculated to be practical, but all efforts need to be taken to ensure it is a representative sample which includes people with disability (PWD), women, men, girls and boys above 15 years¹. Sampling methodology should be as random as possible, and the sampling methodology and size should be outlined in the Consultant's evaluation plan.
- Sampling should also include members of the local community in the project areas who were not involved in the project, for comparative purposes.
- All questions should be examined with reference to beneficiary demographics, particularly whether PWD and people of different sexes experience program effectiveness and change differently.

Following a desk review, evaluators will submit details of the proposed methodology in *an evaluation work-plan* with all data collection tools intended for use. This plan includes a summary of the proposed methodologies, data collection and reporting plans with data collection tools such as interview guides, the allocation of roles and responsibilities within the team, a timeframe with firm dates for deliverables, travel and logistical arrangements for the team, and (when required) an itemised budget for the evaluation (Output 1, see schedule and deliverables below). TBC and AfP will review and liaise with evaluator to finalise this plan before any data collection commences.

¹ **Note:** for under 18 year olds need to apply safeguarding measures for children.

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At the start of the assessment, the evaluator(s) will facilitate a consensus building meeting involving key staff, to build a shared vision for the purpose, scope and methodologies to be used in the assessment (Output 2, see schedule and deliverables below).

At the completion of the initial analysis of data from the evaluator, the evaluator(s) will facilitate a validation workshop involving TBC and key stakeholders to present the findings, host a discussion and provide feedback (Output 3, see schedule and deliverables below). Feedback from this session will be incorporated into the final product which will be submitted to TBC and AfP, who may seek clarifications before report is considered finalised.

6. Guiding Principles and Values

The evaluation team or individual consultant and will be required to adhere to, and be guided by, professional and ethical standards while contracted to Act for Peace and the TBC Code of Conduct, Child Protection Policy, PSEAH Policy and Travel Policy. The evaluator(s) will be provided with a copy of the following documents to read and sign commitment to:

- Act for Peace Code of Conduct
- Act for Peace Child Safeguarding Policy and Code of Conduct
- Act for Peace PSEAH Policy
- Australian Evaluation Society Guidelines for the Ethical Conduct of Evaluations.
- TBC Code of Conduct
- TBC Child Protection Policy
- COVID-19 Organizational Policy

7. Evaluation Team and/or Individual Consultant

a. Required Competencies:

- Experienced in undertaking evaluations
- Professional-level fluency and proficiency in English

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- Knowledge of local language will be an added advantage
- Experienced in qualitative and quantitative methods
- Strong understanding of the Thai-Burma context and refugee issues
- Strong understanding of gender, disability inclusion and child protection

b. Evaluation team composition (Individual consultants will also be considered.)

It is preferred that submissions include a two-person evaluation team comprised of a male and female evaluator of which one would be the team leader who takes overall responsibility for the delivery of the outputs. *However, individual consultants will be considered.*

If submissions include only one evaluation team member, submissions should make clear how the methodology and approach will ensure coverage of gender sensitivity.

8. Evaluation Location and Schedule

The evaluation’s introductory meeting and meeting to present findings will be held on the Thai-Burma border. Primary data collection would be undertaken in Thailand. The schedule would be as follows:

Provisional Date	Action
During evaluation	
1 – 7 July	Desk Based review of secondary source material including previous reports and evaluation documents Preparation of draft methodology and data collection tools
8 July	Output 1: Submission of an <i>evaluation work-plan</i> , with details of methodology including data collection tools (share with AfP and TBC for review).
14 July	Output 2: Evaluators facilitate validation workshop with staff and key stakeholders regarding methodology, purpose, and schedule of evaluation (noting tools won’t be finalized at this time).

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Provisional Date	Action
During evaluation	
12 July	AfP and TBC provide comments on output 1, which are incorporated by the evaluator(s).
19 July	Day 1: Testing and finetuning of data collection tools
19 – 26 July	Day 1 – 7: Field data collection – primary data collection and analysis
27 – 28 July	Day 8 –9: compilation of initial findings, initial data analysis
30 July	Day 10: Presentation of initial data findings at a validation workshop with stakeholders, discussion and feedback sought (output 3)
30 July - 6 August	Evaluation report preparation
6 August	Output 4 due: Draft report submitted for feedback to TBC and Act for Peace.
19 August	Act for Peace and TBC provide feedback / comments on draft report.
26 August	Output 5: Final report prepared and delivered.
Provisional Date	
Action	
Post-evaluation	
31 August	Management Response from TBC and AfP

9. Deliverables

Deliverables required:

- **Output 1:**
Evaluation work-plan, with details of methodology including data collection tools.
- **Output 2:**
Validation workshop with stakeholders to present methodology, schedule and facilitate conversation regarding logistics and expectations.
- **Output 3:**
Presentation of findings.
- **Output 4:**
Draft report to TBC and AfP.

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- **Output 5:**

Final report which responds to comments / queries on draft report and follows the structure and style outlined below.

Structure and format for evaluation report:

- The evaluation report should adequately cover all areas specified in the terms of reference and additional factors that affected the performance of the intervention.
- The evaluation report should cater for the intended readership and users. In general reports should use clear language, be succinct, be clearly laid out with different information levels and appropriate visual aids.
- The Final Evaluation Report shall not exceed 30 pages (excluding annexes) and its content shall be the following: *Objectives of the evaluation, methods used, result/findings, conclusions to be drawn or an overall assessment. The report shall also include an executive summary highlighting the most relevant results and 5 recommendations for future action.*

Preliminaries	
Title page	Must include date, but not the author's name(s). Authors' details (bio notes) should be included in the annexes.
Table of contents	Page numbers should only be included where these are automatically generated/formatted.
Acronyms	Acronyms must be kept to an absolute minimum and in most instances be universally accepted, e.g. ICRC, UN (not SI for Solomon Islands, nor MSM for men who have sex with men, nor WAD instead of World Aids Day, nor DP for disaster preparedness nor DM for disaster management, no DRR no CBOs etc). If an acronym is unavoidable ensure that it is spelt out in full the first time with the abbreviation in brackets, e.g. DFAT; from this point on only the abbreviation is needed.
Executive Summary	The executive summary should reflect the format of the main text, and clearly outline key evaluation conclusions and recommendations.

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	<p>It should be no more than five pages, including priority recommendations, It should not include acronyms or footnotes Five key priority recommendations are to be identified.</p>
Main text	
Introduction	Including motivation for commissioning evaluation, purpose of study, scope, approach, methods, composition of team, evaluation process constraints.
Context & constraints	In which activities took place, development or humanitarian context and response.
Findings and conclusions	<p>The findings should preferably be presented with the key evaluation questions as sub-headings.</p> <p>The report’s conclusions should flow logically from, and reflect, the report’s central findings. The report should provide a clear, defensible, and evidence base basis for value judgments in each case.</p>
Full recommendations	<p>Recommendations should be clear, relevant and implementable, reflecting any constraints to follow up. Recommendations should follow on from the main conclusions and reflect consultation with key stakeholders.</p> <p>The recommendations should be presented in categories:</p> <ul style="list-style-type: none"> • to Act for Peace • to Partner • to the project. <p>Authors should also clearly identify five (5) key recommendations to be addressed.</p>
Annexes	
Sources/bibliography	The evaluation report should use and refer to relevant secondary sources to support its findings, conclusions and recommendations.
Terms of reference for evaluation	

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Timetable	
Evaluation team profiles/ Individual consultant profile	
List of Interviewees	This should be listed in a way that does not identify the individual making the comment.
Map(s)	<ul style="list-style-type: none"> • Please supply all photos used in the word document as separate JPGs. • Ensure the JPGs are as high resolution as possible (this is so they can be used by the designers in layout). • Ensure you have permission to use the photo/map for this purpose
Evaluation Material	Questionnaires etc
Collated stakeholder feedback	on findings, conclusions and recommendations
Other appendices/annexes	

Evaluation report style guide summary	
Act for Peace and Partners	<ul style="list-style-type: none"> • Do not personify Act for Peace and Partners or the work of the agencies in formal reports. Use Act for Peace and Partner name (not we, us or our). • Names of staff members are not to be included in the report instead, use the job title of staff members only e.g. Program Officer.
Referencing/Citations	The Harvard System: citations of sourced material should always appear in the body of the text: Author's surname first, date, and then page number(s).
Formatting	<p>To assist this process authors are requested to adhere to the following standards and not introduce additional formatting styles.</p> <ul style="list-style-type: none"> • Font; 11 point Calibri (Arial is an acceptable alternative). • Headings are in Bold Title Case.

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	<ul style="list-style-type: none">• Only circular black bullet points are to be used (like this list). Do not mix bullet point styles in the document. Text following a bullet point starts with a capital.• Spell out numbers one to nine, except when the number is connected to a measurement. Use comma separators for numbers over 999 (e.g. 1,000).• Use single quotation marks, unless directly quoting spoken comments.• Single spaces only after full stops and/or between words.• No double spaces. Only a single space between words, even at the beginning of a sentence.• Please place full stops at the end of your sentences. When there is a bullet point, if it's a complete sentence it needs a full stop; lists (of nouns) do not need a full stop.• Use the Macquarie dictionary (i.e. honour not honor, capitalise not capitalize)
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10. Conditions

The evaluation team or individual consultant will be required to be aware of and compliant with AfP Code of Conduct and AfP Child Safe Code of Conduct. When in Thailand, the evaluation team or individual consultant will be required to adhere to security instructions and comply with the travel safety regulations.

All documents and discussions relating to this evaluation are confidential and all products remain the property of Act for Peace to be shared only with their express approval.

11. Proposal Submission

Interested parties should submit a proposal to May Taraphaisal at may@theborderconsortium.org at the within **25th June 2021 by 6.00 pm (Thailand Time)**.

Any inquiry about this terms of reference, please contact Timothy Moore at tim@theborderconsortium.org.