



Terms of References for an external consultancy on the Systematization of Experiences  
Project Europe Aid/151229/DD/ACT/TH *Strengthening capacities and developing sustainable livelihood opportunities for the Myanmar refugees largely encamped along the Thai-Myanmar border in preparation for eventual repatriation.* July 2017

## **TERMS OF REFERENCES FOR AN EXTERNAL CONSULTANCY ON THE SYSTEMATIZATION OF EXPERIENCES AND LEARNINGS**

### **1. Introduction: framework of the knowledge management in Caritas**

Caritas Spain implements projects of cooperation to development with an approach of “fraternal cooperation”, working for the poorest in a relationship of equality, reciprocity and co-responsibility, looking for the empowerment of local Caritas, strengthening the structures of these Caritas and maintaining an active presence in the Regional and International networks.

In the initiatives supported by Caritas Spain we aim at putting in place measures to contribute to directly eradicate the causes of poverty and its consequences, as well as introducing the component of sustainability. In order to reach these aims, the participation of the beneficiaries of the action is essential since they are the first responsible for their own development.

All the knowledge that we draw from the processes we implement has a great potential for developing people and for implementing actions, both at a strategic and at an operational level.

For this reason Caritas has decided to put the knowledge management at the core of the International Department strategy, in order to improve the efficacy of the aid and move towards results for development.

Our model of knowledge management oriented to learning is based on identifying, managing and sharing the knowledge of our organization to use it in a productive way, as to reach the following objectives:

- To maximise the results and the impacts of our actions.
- To use, enrich and optimise the learnings.
- To spread the learnings for the impact to be multiplied.

Moreover, our model takes into account the person, the environment and the impact of our actions and it therefore:

- Facilitates that key actors of the experiences are involved in the process of collective learning and generation of new knowledge;
- Helps identify actors with knowledge in different sectors that, though not directly linked, can provide added value.

COERR (Catholic Office for Emergency Relief and Refugees) was established by Catholic Bishops' Conference of Thailand (CBCT) on the 20th December 1978 as a non-profit organization to provide relief to those affected by natural disasters and humanitarian assistance to refugees and displaced



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persons in Thailand, including the local population affected by the influx of refugees into Thailand. COERR operates under the concept of love and serving all fellowmen in-need regardless of their race, religion, gender or political ideology.

Since 1984, COERR has been continuously working in all 9 of the refugee camps along the Thai-Myanmar border, where the project called *Strengthening capacities and developing sustainable livelihood opportunities for the Myanmar refugees largely encamped along the Thai-Myanmar border in preparation for eventual repatriation* is being implemented, co-funded by the European Union and Caritas Spain. This project is the object of this systematization of experiences.

The results of this systematization of experiences will be shared between COERR, the project participants, Caritas Spain, the EU and other relevant actors in the area.

We believe that this systematization of experiences will be very useful especially for analysing the technical and institutional impacts (in the organizational strengthening and the consolidation of learnings) both among the targeted populations and among other key stakeholders.

## **2. Project framework**

The protracted refugee situation that the Myanmar refugees have been in for the past 32 years has inevitably resulted in external aid-dependency-- a situation that is neither sustainable nor desirable. With political changes in Myanmar signalling the possibility of repatriation in the near future, development of sustainable livelihood skills among the refugees becomes even more important to prepare them for voluntary return to their homeland, equipped with knowledge and skills that can help to make them self-reliant and not become 'welfare clients' once again, and enable them to pursue their human potentials with confidence and dignity.

According to the last population overview published in May 2017 by UNHCR, there is a population of 100.388 persons in the 9 refugee camps along the Thai Myanmar border.

Despite the fact that Thailand is not a signatory of the UN Convention on the Refugees Rights, thus not able to issue refugee status, the Royal Thai Government has facilitated UNCHR to conduct several resettlement process throughout the years, although this solution is not available for all the refugees. For the same reason, integration in the hosting country is not possible as an option leading to a durable solution since refugees cannot obtain a legal status in Thailand. The protracted situation of encampment since the first refugees influx happened in 1984 has had a wide impact in the international community supporting the basic needs of the encamped population, and funding for refugee operations has been declining over the past few years causing, for instance, reduction in the basic food rations supplied per person as well as other services. Considering that there are not many opportunities for sustainable income generation inside the camps, the refugees still remain dependent on external humanitarian assistance for their basic needs.



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However, there are opportunities for developing self-reliance in the context of preparation for repatriation to Myanmar, and this project is designed to pursue and optimize those opportunities.

In line with the overall goal of the EC-AUP call, this project is designed to contribute to solutions to the challenges encountered by the encamped Myanmar refugees in two operational contexts: i.e., while the refugees continue to live in the camps in Thailand and, simultaneously, to improve their preparedness for repatriation to Myanmar in the near future. In both contexts, this Project will contribute significantly towards increasing self-reliance among the participating refugees while they continue to live in the refugee camps, as well as upon repatriation. Developing their livelihood skills now to promote self-reliance, while we have the opportunity to do so, will have a major impact on preparing them for viable and sustainable lives in Myanmar, and providing them with livelihood skills to help them avoid becoming 'welfare clients' once again, upon returning to their homeland. Furthermore, the two main set of livelihood activities (organic agriculture and small animal raising) proposed under the project ensure broad-based inclusiveness, including the most vulnerable and the affected Thai communities.

The project will be implemented in all nine camps along the Thai-Myanmar border, and will include residents of Thai host communities nearby/affected by the camps who choose to participate in this project. The project includes appropriate activities that foster participation of Extremely Vulnerable Individuals (EVIs), who are expected to be around 8% of the total number of participants. The EVIs consist of persons with physical/mental disabilities, the elderly, unaccompanied separated children, single parents, etc... Around the half of the participants will be women, and the project activities are designed taking into account the women's customary household responsibilities. Finally, since nearly 50% of the camps population is aged under 18 years and most of them have little knowledge about life beyond the camps, the project will provide opportunity for youth groups to learn organic farming or other livelihood skills in preparation for repatriation.

Specifically, the project will implement actions aimed at supporting a continued access to basic services for refugees, by providing them with opportunities for developing sustainable livelihood skills while still living in the camps, and thereby promoting greater self-reliance, as well as contributing to develop sustainable livelihood strategies among the surrounding Thai hosting communities (iOc1 and iOc2).

The project will also implement actions that contribute towards improving community-led camp governance, by building the livelihood skills, leadership and community-based governance capacities of a number of camp-based refugee staff, empowering them to participate in the Livelihood Camp Committees. In addition, the project will improve the capacities of a number of Livelihood Camp Committees members and camp leaders, so that they are in better position to exercise their role towards the refugee community and better promote the participation in livelihood activities within the camps (iOc3).

The project will then mainstream livelihoods skills and capacity building of refugees at camp level along the activities proposed, and through COERR active participation in repatriation planning processes, such as UNHCR-CCSDPT Strategic Framework for Durable Solution (iOc4).



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The project is aimed at achieving the following chain of changes:

Intermediary Outcome 0: Methodological and Operational Structures are ready for an efficient management towards transparency and accountability, operating efficient Monitoring and Learning management mechanisms.

The proposed intermediary outcome integrates transversal activities that will guarantee the necessary material, human and management resources for the correct project implementation. It is also proposed to conduct one significant activity entitled “Systematization of experiences and knowledges”. For this action we put the focus on each person’s learnings gained during its participation in an intervention (whether it is at institutional, strategic, operative, or technical role or level or as a target group).

Intermediary Outcome 1: Encamped refugees and Thai residents in hosting communities obtain knowledge and skills sufficiently to develop appropriate Farm-based livelihood strategies.

Based on the livelihood priorities stemmed from the current living context and expressed by the refugees themselves, the project is highly oriented to develop knowledge and skills of the refugees through Farm-based livelihoods activities applying appropriate low-external input Organic Agriculture and Animal Husbandry technologies. This organic agriculture modus will ensure that the project activities will result in production of fresh food items by the participants themselves, demonstrating them how to begin and manage farming activities with little resources. At the same time, participants from Thai villages located nearby the camps will also be trained. This will also contribute to protection of the environment and sustainable management of natural resources.

Intermediary Outcome 2: Encamped refugees obtain knowledge and develop entrepreneurship sufficiently to initiate activities in Non-Farm livelihood sector.

A second work package is composed of Non-Farm based Livelihoods projects which are designed for those refugees not interested in farming and which are highly suitable for those refugees who may not be able to do farming. The project intends to develop entrepreneurship and self-confidence through basic business training and close accompaniment.

Intermediary Outcome 3:

This result will be achieved by developing leadership and management skills of 90 LCCs members and camp leaders, and through supporting the LCCs to reinforce their active role in the camp governance. In addition, the project will contribute to build up both the Technical skills as well as Leadership skills of 90 Camp-Based Refugee Staff Support (CBRS) persons working on the project. The project will empower them so that they will be able to conduct livelihood projects as well as to participate in the Livelihood Camp Committees.

Intermediary Outcome 4: Livelihood Working Group (LWG) will be strengthened by COERR's contribution through participation and provision of inputs for development of sector plans for the UNHCR-CCSDPT Strategic Framework for Voluntary Repatriation



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COERR regular and active participation in the Livelihood Working Group will enable the project to contribute to developing the sector plan for promoting better livelihood opportunities for the refugees within the framework of a future voluntary repatriation to Myanmar.

### 3. Objectives for the consultancy

Cáritas Española and our local partner COERR, have great interest in identifying and analysing the lessons learnt generated within the project *Strengthening capacities and developing sustainable livelihood opportunities for the Myanmar refugees largely encamped along the Thai-Myanmar border in preparation for eventual repatriation*, with an aim at contributing to the improvement of the implemented actions, using those knowledge in other contexts and sharing it with other actors.

The idea is to produce useful knowledge based on the experience and the learnings of the participants. This knowledge will help improving the action as well as identifying good practices, for the benefit of all the stakeholders.

The tools designed and validated in the process of knowledge management for learning will have to be used for the implementation and follow up of the project.

Specific objectives:

- Design a methodological proposal in line with the needs of the institution;
- Identify and systematize good practices and lessons learnt not only for the improvement of the quality of the action but also to generate synergies with other actions developed in other contexts;
- Accompany the implementation of the tools developed for the management of this knowledge;
- Design a mechanism for sharing these experiences (internally and externally).

Moreover, taking into account that it's not necessary to systematise the whole process but that the systematization can focus on a single component of a program, a life experience, the implementation of a new successful methodology, etc., the following aspects might be object of the systematization<sup>1</sup>:

- Livelihoods in refugee camps: possibilities beyond the Humanitarian Aid
- Working with EVIs: COERR inclusive approach for extremely vulnerable people
- Food security, resilience & agroecology in working with refugees
- Leadership, participation & good governance

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<sup>1</sup> These are only some ideas that need to be explored to define the object of the systematization during the first phase of the consultancy.



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#### **4. Duties and deliverable products**

The duties and responsibilities of the selected consultants, based on the above mentioned objectives, are the following:

- A) Identify good practices and lessons learnt during the implementation of the project that might be useful to improve the quality of the actions implemented in similar contexts;
- B) Identify key elements for the learning of the participants in the action;
- C) Design a system of knowledge management oriented to the learning, adapted to Caritas Spain and COERR, including the use of new information and communication technologies;
- D) Systematize and classify experiences that are replicable for the implementation of the project to other contexts;
- E) Accompany and facilitate the process of implementation of methodological tools created for the purpose of this systematization of experiences;
- F) Present a dissemination proposal for the systematization of the lessons learnt and good practices.

The products generated by the consultant will be the following:

1. Document of systematization of experiences. This product must be adapted in content and format to the different targeted public (Caritas Spain, COERR and EU, program participants). The consultant shall propose different products, using innovative methodologies.
2. Report on the process of consultancy.

All the products will be submitted in English.

#### **5. Methodology for the consultancy**

Caritas Spain has identified the following itinerary in the process of systematization of experiences:

1. Identifying the objective or objectives of the systematization;
2. Collecting data: Learnings will be collected from participation experiences, dividing them by core groups or thematic/process focal groups. (This phase cause an effect of empowering persons)



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3. Systematization: learnings will be organised, classified and returned in the form of lessons learnt (difficulties – improvements, good practices, elements for sustainability). (This phase cause an effect over the results and the effectiveness of a development intervention)
4. Capitalization: Our organizations will work internally on those lessons learnt, so that capacities and results can be consolidated. For doing so, it is important to socialize the lessons learnt (internally and externally) and to design an improvement plan. (This phase cause an effect of institutional strengthening).

In order to define the process of systematization of experiences the consultant will have to specify the methodology to be used, including the use of new technologies as well as other alternatives, participative and inclusive methodologies, that will be later socialised and validated by the follow up team (in Spain and in Thailand).

The methodological proposal must enable:

1. A shared revision of our practices;
2. An appropriation from those who have lived the experience (participants in the program, staff, other stakeholders, etc.);
3. New learnings;
4. Getting inputs for designing new proposals and new agendas;
5. Generating knowledge that can enable a link between our practices and the academic and theoretical framework.

All the Information must be documented and all the sources consulted must be mentioned.

## **6. Profile of the consultant team**

Both companies and independent consultants can submit their proposals. The bidders will have to specify the components of the team that will perform the consultancy.

The consultant team will have to provide the following results:

- Quality of the systematization in methodological terms;
- Credibility and legitimacy of the provided inputs;
- Quality of the technical conclusions and therefore knowledge in the sector of the consultancy;
- Knowledge of the context, habits, traditions and legal framework of the country of execution of the action: Thailand.

The consultant team will have to fulfil the following requirements:

- A team of at least two people combining profile and experience;
- High level of specialization in developing knowledge management systems with other development agencies;
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- Considering the characteristics of this kind of action, it is necessary that the consultant team has proven experience in delivering professional services to not for profit organisations. We consider this experience can provide an added value to our organizations;
- Proven experience in development actions and systematization of experiences;
- The team must have a strong knowledge of all the components of the project (refugees, livelihoods, institutional strengthening);
- Strong knowledge in social research techniques, both quantitative and qualitative, with a participatory approach;
- Knowledge and experience in human rights and gender issues;
- Strong knowledge of the Thai context;
- The consultant team members must be fluent in English and preference will be given to teams with at least one Thai speaking member;
- Respect towards cultural and religious diversity.

Any change in the proposed team will have to be notified to the evaluation and follow up committee.

The selected consultant team will nominate a reference person who will be the main interlocutor with the evaluation and follow up committee

## 7. Timeframe and location of the consultancy

The consultancy covers a span of 18 months from the signature of the contract. There will be flexibility in the implementation of the required tasks and submission of products, according to the needs identified during the process of consultancy. The location for developing the consultancy is Thailand. A presentation of results to the Caritas Spain HQ team in Spain is forecast either in person or by on-line means.

The first mission to Thailand for the consultant team is scheduled for the **last two weeks of August 2017**.

Below is a tentative schedule for the implementation of the consultancy:

Phases	Concrete tasks	Months									
		2	4	6	8	10	12	14	16	18	
Identification/analysis (conceptualization)	Adjusting the proposal and defining the object of systematization	x									
	Revision of documents, identification, analysis. Design of the conceptual framework.	x	x								
	Methodological design		x	x							

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Phases	Concrete tasks	Months												
Methodological design	of the process of systematization of experiences (including tools)													
Systematization/accompaniment	Systematizing the experiences and accompanying the implementation of tools: drafting products				x	x	x	x						
	Comments to the product drafts											x		
	Submission of final products											x		
Dissemination and communication	Proposal for the dissemination of the Systematization of experiences and lessons learnt.											x	x	
	Communication of the process results.													x

**Note.** The process will have to be followed from the signature of the contract to the closure of the project. This means that the consultant team will have to establish and propose phases during the 18 months of duration of the consultancy to set out the work plan.

### 8. Budget and method of payment

The maximum available Budget for the consultancy is 20.000 Euros (VAT included). This budget includes the consultants travel costs and potential translation services. The payment procedure will follow Caritas Spain internal procedures.

### 9. Follow up and supervision

The follow up of the work will be performed jointly by Caritas Spain Unit of Technical Support and Humanitarian Aid, the Caritas Spain headquarter desk for Thailand, the Caritas Spain representative in Thailand and COERR designated coordination team for this project.

### 10. Requirements for the presentation of the proposal



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The submitted proposals must include at least the following Information (all the documents must be submitted in English):

1. Technical proposal for the consultancy based on the present ToRs, indicating the proposed technical approach and methodology to reach the foreseen objectives.
2. Work-plan, including the different consultancy phases (duration and frequency of the field visits and Schedule for the submission of the consultancy products).
3. Financial proposal in EUROS specifying: consultancy fees + per diem + travelling costs + hired services (translation). If the consultant team lives outside Spain, information shall be provided on the applicable tax regimes.
4. CV of the consultant/consultant team.

## 11. Selection and evaluation criteria

Selection criteria will be both technical and financial, considering the proposal that best fits the needs of the organizations and the activity proposed.

The bids submitted will be scored with a possible total of 100 points, broken down as follows:

1. Technical quality of the proposal and its suitability for the purposes fixed: **40 points**.
2. Composition of the team: **40 points**
3. Financial proposal: **20 points**

Bidders will be informed of their exclusion or success within 15 calendar days of the opening of the proposals received.

The corresponding contract will be signed by Caritas Spain and the consultant. The contract will indicate the duration of the service, its cost and applicable conditions and the present ToRs will be annexed to it.

The successful bidder undertakes to execute the contract in its own right, as any third-party assignment or subcontracting is prohibited, unless specifically authorised by CÁRITAS ESPAÑOLA.

Furthermore, the contractor shall be liable for any consequences derived from any inaccuracies in statements made in respect of compliance with the obligations under these TOR and the subsequent contract entered into.

## 12. Premises for evaluation and dissemination

The following basic premises are required for ethical, professional behaviour by the work team:



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**Anonymity and confidentiality:** The evaluation must uphold people's right to provide information anonymously and in confidence.

**Responsibility:** Any disagreement or difference of opinion that may arise among the members of the group or between them and those in charge of the intervention regarding the conclusions or recommendations should be mentioned in the report. Any claims made must be sustained by the team and any disagreement reported.

**Integrity:** The evaluation team will be expected to cover any issues not specifically mentioned in the TOR, if doing so will help a fuller analysis of the intervention to be arrived at.

**Independence:** The team must assure its independence from the intervention under evaluation, having no links with its management or any of its component parts.

**Data protection:** The Consulting firm undertakes to maintain the strictest professional secrecy and confidentiality in respect of any personal data to which it has access in consequence of the evaluation carried out and to duly comply with the duty of custody of such data required under the Personal Data Protection Act 1999 (15/99, of 13 December). This requirement shall apply to the evaluation firm throughout the term of the services contract and subsequent to its expiry for any related cause. The evaluation firm further expressly undertakes to take the necessary technical and organisational steps to protect the security of any personal data to which it has access and to prevent any alteration, loss, unauthorised processing of or access to such data, taking into account the current technology available, the nature of the data stored and the risks to which it is exposed, whether from human action or from the physical or natural environment, complying in this respect with the relevant provisions of the Personal Data Protection Act 1999 at all times.

**Verification of information:** The evaluation team is responsible for assuring the accuracy of the information compiled for the preparation of its reports and shall be responsible in the last instance for the information presented in the evaluation report.

**Incidents:** Any problems arising during the field work or at any other stage of the evaluation must be communicated immediately to the NGDO, which at its own discretion will forward the relevant information to the funding agency. Otherwise the existence of any such problems may not be used to justify any failure to obtain the results established by the NGDO under these TOR.

**Copyright and dissemination.** It should be clear that all copyright corresponds to the entity contracting the evaluation. The dissemination of the information compiled and the final report remains the prerogative of the NGDO.

**Penalty arrangements.** In the event of any delay in the delivery of reports or if the quality of the reports delivered is manifestly lower than what was agreed with the NGDO, the penalties and arbitration measures established by the contracting entity under the official terms and conditions of the contract entered into with the evaluation firm shall apply.

### **13. Submission of the proposals**



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Technical and financial proposals will be submitted before July 28<sup>th</sup> 2017.

Place of presentation: Spain and Thailand

Staff responsible for receiving tenders (send to all):

Noelia de Pablo Torres: [ndepablo.ssgg@caritas.es](mailto:ndepablo.ssgg@caritas.es)

Vittoria Garofalo: [vgarofalo.ssgg@caritas.es](mailto:vgarofalo.ssgg@caritas.es)

Fátima Zidan: [fzidan.ssgg@caritas.es](mailto:fzidan.ssgg@caritas.es)

Ben Mendoza: [ben@coerr.org](mailto:ben@coerr.org)

Contact:

**Caritas Spain HQ (Madrid):**

C/ Embajadores, 162, 28045 Madrid.

Tel. (Spain): +91 444 10 00

**COERR central office (Bangkok):**

122/11 Catholic Bishops' Conference of Thailand, 6th floor, Soi Nonsi 14  
Nonsi Rd., Chongnonsi, Yannawa, Bangkok, 1020, Thailand

Tel. +66 (0) 2681 3900

Method of presentation: digital format through email.