

Terms of Reference
International Consultant on
Terminal Outcome Evaluation of the Environmental Sustainability within the
UNDP Eritrea (2013-2016)
Country Programme Action Plan
UNDP Eritrea

1. BACKGROUND AND CONTEXT

Background

In line with national development priorities articulated in sector plans, strategies and policies and guided by various international goals and commitments particularly the Millennium Development Goals (MDGs), the United Nations developed the Strategic Partnership Cooperation Framework (SPCF) for 2013-2016 for Eritrea.

The SPCF 2013-2016 defines five strategic areas of cooperation, namely: (1) Basic Social Services; (2) National Capacity Development; (3) Food Security and Sustainable Livelihoods; (4) Environmental Sustainability; (5) Gender Equity and Advancement of Women. The five strategic areas have been further elaborated into eight SPCF Outcomes in line with the eight MDGs which form the basis for specific programme interventions.

Deriving from SPCF, UNDP, in close partnership with the government, and other UN agencies, developed its Country Programme Document and Country Programme Action Plan (CPAP) for 2013-2016. Under CPD/CPAP 2013-2016, UNDP Eritrea works towards the achievements of three SPCF strategic areas and 4 outcomes as illustrated below:

National Capacity Development: Outcome 4: Selected government institutions have the capacity to effectively and efficiently deliver services to all;” and **Outcome 5:** Strengthened national and sectoral disaster risk management

Food Security and Sustainable Livelihoods: Outcome 6: Poor and vulnerable households have improved access to and utilization of quality food and enhanced livelihood opportunities

Environmental Sustainability: Outcome 7: Eritrea is on track towards the achievement of MDG targets for environmental sustainability (MDG 7)

The UNDP CPD 2013-2016 focuses on providing support to the Government to accelerate progress in achieving MDGs by building capacity in targeted public sector institutions for effective and efficient service delivery, promoting gender equality and empowerment of women and youth, ensuring conservation and sustainable use of natural resources, and building resilience at household levels. The programme foresees cross-thematic integration where impact can be achieved by developing linkages among the various interventions.

The country programme is nationally executed with national ownership and the involvement of national institutions in programme implementation. This is the guiding principle for UNDP, with other implementation modalities, such as direct implementation, utilized in agreement with the Government. The main UNDP development partners contributing to the

development programme include line ministries (MoLWE, MoLG, MoA, MoME, Forestry and Wildlife Authority/FWL), community based organizations, and United Nations Organizations (FAO, UNHCR, UNICEF, and WHO) and GEF is involved through providing technical and financial resources and through joint coordination, planning, implementation, monitoring and evaluation.

In line with the Evaluation Plan, UNDP will commission a Terminal Outcome Evaluation to assess the impact of UNDP's development assistance during the 2013-2016 CPAP with regard to the practice area of *Environmental Sustainability—Outcome 7: "Eritrea is on track towards the achievement of MDG targets for environmental sustainability (MDG 7)"*. The evaluation is also intended to provide forward looking recommendations to the environment programme in the new cycle of SPCF/CPD/CPAP (2017-2021).

Brief National Context

Immediately after independence in 1991, Eritrea formulated and implemented socio-economic development policies and strategies, attaining an average annual growth in GDP of 7%. Moreover, marked improvements were also made in other key sectors. However, a border war with neighbouring Ethiopia (1998-2000), and the unresolved no—peace-no-war border stalemate compounded by recurrent drought have reversed the gains and GDP dropped sharply to an estimated 1-2% for the period 2007/2008¹. However, more recently, there have been signs of good economic prospects as investments in the mining sector continue to grow, with GDP growth projections of 6% in 2012 and 7% in 2013².

Nation sector strategies and policies of Eritrea point out that the development priorities of the country are: food security; education; health; access to potable water ; roads and infrastructure development; environment and natural resources management; human and institutional capacity development and; information and communication technology. The vehicle for delivering the development agenda in the sector plans appears to be based on a decentralized implementation strategy.

Eritrea is situated in an arid and semi-arid region of the Sahel in Africa, making it vulnerable to adverse effects of climate variability, reduced precipitation, recurring droughts and desertification and land degradation, hampering development efforts. The economy is largely based on subsistence agriculture, with 80% of the population depending on farming and herding yet arable land accounts for only 12% of land use. Persistent drought has had adverse effects particularly on the vulnerable communities, groups and households (especially the female-headed). The country's socio-economic conditions (livelihoods, food security, and national budget), environment (land degradation, desertification) also suffer drought effects.

As part of Government's efforts in addressing these challenges and meeting its obligations under the Conventions on Biological Diversity, the Convention to Combat Desertification, and the UN Convention on Climate Change, the Montreal Protocol, different policies, strategies and legal instruments regarding the protection, conservation and proper management of biodiversity have been put in place.

Despite all these developments, Eritrea still faces challenges and capacity gaps in implementing its national strategies and global commitments and as a result it continues to experience widespread problems in the field of environmental protection and rational nature resources use. Land degradation and desertification, losses in biodiversity, and climate change context put barriers to sustainable development of the country.

¹ World Bank Estimates

² Economic Intelligence Unit. (<http://country.eiu.com/Eritrea>)

Against this background, UNDP in close collaboration with the Global Environment Facility (GEF), other UN Agencies and other development partners, assist and provide institutional support both to the Government and to local communities to build capacity and improve environmental management, resources mobilization, sustainable land management, use of renewable sources of energy, cross-sectoral and interdepartmental cooperation and to integrate sustainable development principles into national development strategies and plans.

This TOR outlines the scope, requirements, and expectations of the evaluation and will serve as a guide and point of reference throughout the evaluation.

2. EVALUATION PURPOSE

This Terminal Outcome Evaluation will capture and demonstrate evaluative evidence of UNDP contributions towards environmental sustainability in Eritrea as articulated under the **Outcome 7** in the CPD and CPAP (2013-2016).

As the UNDP/CPAP (2013-2016) programme is in the last year of its implementation period, the evaluation exercise will also be forward-looking aimed at informing and improving the next Country Programme Document for UNDP Eritrea which will cover the period of 2017-2021.

The evaluation findings and judgments made must be based on concrete and credible evidence that will support UNDP's strategic thinking for its new programme cycle, specifically in determining its strategic priorities in supporting the Government in the area of environmental sustainability.

3. EVALUATION SCOPE AND OBJECTIVES

Evaluation Scope and Objectives

This particular terminal evaluation will focus on UNDP **outcome 7** under current CPAP and SPCF period 2013-2016. This outcome evaluation will assess the achievements made to deliver the outcome, the factors affecting the outcome, key UNDP contributions to outcomes and assess the partnership strategy. It will evaluate processes, approaches and strategies of UNDP development interventions in the area of environmental sustainability. It will also take into consideration the impact of the program on gender equality.

The proposed evaluation will assess the following Outputs falling under Outcome 7, as stated in UNDP CPD 2013 – 2016:

OUTCOME 7: *Eritrea is on track towards the achievement of MDG targets for environmental sustainability (MDG7).*

Output 1: Access to safe water sources increased.

Output 2: Integrated land management plans enacted for protected area systems and SLM mainstreamed, piloted and linked to adaptation and mitigation measures.

Output 3: Community resilience to climate change increased.

Output 4: Capacity of national institutions to undertake adaptive and mitigation assessments enhanced.

Output 5: Renewable energy technologies piloted, promoted and replicated.

Indicators: Number of policies and plans with sustainable land management (SLM) mainstreamed; number of households with improved land use management systems; number of protected area financial plans; and number of communities with access to integrated sustainable water supply and renewable energy sources.

Baselines: No policies and plans with SLM mainstreamed; inexistence of SLM practices; no protected area financial plans; and inadequate access to water and energy sources.

Target: SLM mainstreamed in three national policies and plans; 31 villages implementing SLM practices; Three (3) protected area financial plans in place; 22 selected communities with access to integrated sustainable water supply and renewable energy sources.

Projects directly linked to the Outcome

Under the outcome for evaluation—**Outcome7**, UNDP implements five key projects that are linked directly with this outcome as well as two other initiatives involved in food security and livelihood and resilience building that partly contribute towards this outcome.

The five key projects that directly contribute towards this outcome are briefly described as follows:

1. **Sustainable Land Management (SLM) Pilot Project in Eritrea (SIP) (2013-2015):** UNDP worked with several line ministries (Ministry of Land, Water and Environment, Ministry of Agriculture) and Zoba Maekel Regional administration to support the implementation of the SLM project. The aim of this initiative is to create the enabling environment (policy, capacity, knowledge, alternatives) necessary for adoption of sustainable land management practices and alleviate environmental degradation while improving livelihoods of the farming communities of the Central Highland Zone. This project is in its end life cycle (2013-2015) and worked to achieve four main outputs.
 - 1.1. Replicable models of SLM are developed and representative communities use them to manage land.
 - 1.2. A system of knowledge management for SLM is developed and used to achieve SLM.
 - 1.3. Capacity for adoption of improved land management techniques and for upscaling to non-project areas provided at all levels.
 - 1.4. Learning, evaluation, and adaptive management increased.
2. **Climate Change Adaptation Programme in water and agriculture in Anseba Region, Eritrea (2011-2016):** UNDP is working with MoLWE, MoA, Anseba Regional Administration, to increase community resilience and adaptive capacity to climate change through an integrated water management and agricultural development approach in the sub-zobas of Hamelmalo and Habero, Anseba Region, Eritrea. The project aims to achieve four main outputs:
 - 2.1. Increased water availability and erosion control through groundwater recharge, rainwater harvesting, irrigation and soil and water conservation measures
 - 2.2. Climate-resilient agricultural and livestock production enhanced
 - 2.3. Improved climate risk information and climate monitoring used to raise awareness of and enhance community preparedness to climate change hazards
 - 2.4. Lessons learned and shared and policy influenced through knowledge management system

3. **Integrated Semenawi and Debubawi Bahri-Buri-Irrori- Hawakil Protected Area System for Conservation of Biodiversity and Mitigation of Land Degradation (2014-2020):** UNDP is supporting the government to create policy and institutional conditions to operationalize the national protected area system. This project works towards the achievement of three main outputs:
 - 3.1. Establishment of protected area policy and institutional frameworks to operationalize national protected areas system
 - 3.2. Emplacement of management capacity and experience required operationalize national protected area system
 - 3.3. Generation of SLM/SFM capacity required to support national system of protected areas
4. **Solar PV Mini Grids for the Rural Towns of Areza and Maidma and Surrounding Villages in Eritrea (2015-2017).** UNDP jointly with EU works to improve the livelihoods of rural communities and mitigate the adverse effect of climate changes through improved access to renewable energy. This project works towards the achievement of four main outputs:
 - 4.1. provide modern, affordable and sustainable energy to previously deprived and scattered rural villages;
 - 4.2. create a favourable condition for the development of home based income generating activities and small and medium enterprises, creating jobs and generate income for the local population through enhanced private sector involvement;
 - 4.3. enhance the delivery of social services like education, health, clean water supply and communication to people in the target areas;
 - 4.4. establish a replicable model for rural development through electrification as part of the implementation of the National Energy Policy Reform; and
 - 4.5. contribute to the mitigation of the adverse effects of climate changes in Eritrea.
5. **UNDP/Small Grants Programme (SGP) (2013-2016):** The programme aims to empower community level groups to secure global environment benefits in the areas of biodiversity, climate change, and land degradation through community empowerment and community-based approaches that also generate local benefits. UNDP/SGP works with Regional Administrations (Debub, Maekel, Anseba, Gash-Barka and Northern Red Sea), line ministries (MoLWE, MoLG, MoA, MoMR), NUEW, local communities and Civil society organization (CSO). The main outputs under this programme include:
 - 5.1. Maintain or improve flow of agro-ecosystem and forest ecosystem services to sustain livelihoods of local communities
 - 5.2. Improve sustainability of local natural resources through community-based actions,
 - 5.3. Promote the demonstration, development and transfer of low carbon technologies at the community level
 - 5.4. Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples) to engage in consultative processes, apply knowledge management to ensure adequate information flows, implement convention guidelines, and monitor and evaluate environmental impacts and trends
 - 5.5. Cross-Cutting Results: Poverty reduction, livelihoods and gender

Other projects that also partly contribute to this outcome are:

1. **Food Security and sustainable livelihood (2013-2016):** UNDP in collaboration with the government and other UN agencies implements this programme in order to support poor and vulnerable households to have improved access to and utilization of quality food and enhanced livelihood opportunities. The three key intended outputs of this intervention include:
 - 1.1. Enhancing food production capacities of poor and vulnerable populations
 - 1.2. Enhancing empowerment and income generating schemes
 - 1.3. Increasing access to shelter
2. **Eritrea-Support to national and local resilience building initiatives (2014-2015):** UNDP works with the Ministry of Labour and Human welfare (MoLHW) and Ministry of Agriculture (MoA) towards strengthening national disaster risk management mechanisms through the establishment of a platform for coordination and operational interventions such as risk assessment, vulnerability analysis, mapping of hazards, and strategies for prevention, mitigation, preparedness and response. The project aims to achieve three outputs:
 - 2.1. An enabling environment for resilience-building established at national level
 - 2.2. Sustainable livelihoods opportunities enhanced for vulnerable communities in Northern and Southern Red Sea and other drought affected regions
 - 2.3. Enhanced community resilience capacities to natural hazards and external shocks and stresses

Time Frame: The overall achievements of the five key projects that have direct contribution to the outcome will be evaluated since the start of the current CPD/CPAP (2013) until 2016. Evaluation of relevant contribution of the other two initiatives to this outcome will also be conducted.

Geographical coverage: this evaluation will cover the entire geographical reach where the projects are operating i.e. project sites in all six regions (Gash Barka, Debub, Northern and Southern Red Sea Regions, Central, and Anseba).

Target groups and stakeholders: Target groups and stakeholders of UNDP's interventions include but not limited to line ministries (MoLWE, MoA, MoEM, MoMR, MoLG), regional administrative offices, and direct beneficiaries (communities). Other target groups include other relevant government agencies and entities, civil-society organizations, other UN agencies, donors, and the private sector, where applicable.

Target Audience: UNDP and UNCT, the project beneficiaries and stakeholders (in the MoLWE, MoA, MoEM, FWLA, National Project Steering Committee, and Project Technical Committee), other UN agencies, donors and other relevant users of the report.

4. EVALUATION CRITERIA AND KEY EVALUATION QUESTIONS

The evaluation must provide evidence-based information that is credible, reliable and useful. An overall guidance on project evaluation methodology can be found in the *UNDP Handbook on Monitoring and Evaluating for Results*³.

³ www.undp.org/eo/handbook

The outcome evaluation seeks to answer, but is not limited, to the following questions, focused around the evaluation criteria of **relevance**, **effectiveness**, **efficiency** and **sustainability** (the evaluation questions below will be refined and adjusted upon further consultations with the evaluation consultant):

Relevance

- To what extent do the intended outcome and the associated outputs address national priorities and to what extent are these aligned with UNDP's mandate?
- To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?
- Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome?
- Is the current set of indicators, both outcome and output indicators, effective in informing the progress made towards the outcomes? If not, what indicators should be used?
- Were the monitoring and evaluation indicators appropriate to link outputs to outcome or is there a need to establish or improve these indicators? If so, what are the suggestions?
- Is it consistent with human development needs and the specific development challenges in the country?
- To what extent has UNDP adopted participatory approaches in planning and delivery of the initiative and what has been feasible in the country context?
- Are the outcome indicators chosen are sufficient to measure the outcomes? What other SMART (specific, measurable, achievable, relevant and time-bound) indicators can be suggested to measure these outcomes?
- Are the UNDP outputs relevant to the outcome? How have the UNDP's outputs been relevant to the outcome?
- Have UNDP interventions been relevant to women and other marginalized populations?
- Relevance of programme and project design in addressing the identified environmental priority needs in SPCF and CPAP 2013-2016.

Effectiveness

- To what extent the planned outcome has been achieved or has progress been made towards its achievement?
- How have corresponding outputs delivered by UNDP affected the outcome, and in what ways have they not been effective?
- What has been the contribution of partners and other organizations to the outcome, and how effective have UNDP partnerships been in contributing to achieving the outcome?
- What were the positive or negative, intended or unintended, changes brought about by UNDP's work?
- To what extent did the outcome achieved benefit women and men equally?
- To what extent do the poor, indigenous groups, women, and other disadvantaged and marginalized groups benefit?
- Did the project or programme implementation contribute towards the stated outcome? Did it at least set dynamic changes and processes that move towards the long-term outcomes?
- What factors have contributed to achieving or not achieving intended outcomes?
- Has the UNDP partnership strategy been appropriate and effective?
- Extent of UNDP's contribution to human and institutional capacity building of partners as a guarantee for sustainability beyond UNDP interventions.

- What are the main factors (positive and negative) that have/are affecting the achievement of the outcome? How have these factors limited or facilitated progress towards the outcome?

Efficiency

- To what extent have the programme or project outputs resulted from economic use of resources?
- To what extent were quality outputs delivered on time?
- To what extent were partnership modalities conducive to the delivery of outputs?
- To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?
- How did UNDP promote gender equality, human rights and human development in the delivery of outputs?
- Has the project or programme been implemented within deadline and cost estimates?
- Have UNDP and its partners taken prompt actions to solve implementation issues?
- Were UNDP resources focused on the set of activities that were expected to produce significant results?
- Was there any identified synergy between UNDP initiatives that contributed to reducing costs while supporting results?
- Extent of Monitoring and Evaluation contribution to increased programme efficiency.
- Have the outputs been delivered in a timely manner? Was programme design approach considered a viable and relevant execution instrument to attain development results?

Sustainability

- What indications are there that the outcomes will be sustained, e.g., through requisite capacities (systems, structures, staff, etc.)?
- To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed or implemented?
- To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?
- To what extent have partners committed to providing continuing support?
- Were initiatives designed to have sustainable results given the identifiable risks?
- Did they include an exit strategy?
- What issues emerged during implementation as a threat to sustainability?
- How has UNDP approached the scaling up of successful pilot initiatives and catalytic projects? Has the government taken on these initiatives? Have donors stepped in to scale up initiatives?
- How strong is the level of ownership of the results by the relevant government entities and other stakeholders?
- What is the level of capacity and commitment from the Government and other stakeholders to ensure sustainability of the results achieved?
- What could be done to strengthen sustainability?
- To what extent are relevant national stakeholders been included in programme design and implementation and policy advocacy processes?
- What is the likelihood that the benefits from the project will be maintained for a reasonably long period of time after the project phase out?

Based on the above analysis, provide recommendations on how UNDP in Eritrea should adjust its programming, partnership arrangements, resource mobilization strategies, working

methods and/or management structures to ensure that the proposed outcome is fully achieved by the end of the CPAP period.

5. METHODOLOGY

The terminal evaluation will be carried out by an independent international evaluator, and will engage a broad range of key stakeholders and beneficiaries, including government officials, donors, civil society organizations including some women's organizations where programmes or advisory support were provided and UNDP staff, etc.

This evaluation is expected to take a "theory of change" (TOC) approach to determining causal links between the interventions that UNDP Eritrea has supported for this initiative, and observed progress in Environment sustainability. The evaluator will develop, in consultation with the programme team, a logic model of how UNDP Eritrea Environment and Sustainable Development initiatives are expected to lead to improved national and local service delivery.

The evidence gathering will closely track the RRF for this outcome. Evidence obtained and used to assess the results of UNDP support should be triangulated from a variety of sources, including verifiable data on indicator achievement, existing reports, and technical papers, stakeholder interviews, focus groups, surveys and site visits.

The terminal outcome evaluation will be carried out through a wide range of participation of all relevant stakeholders, entailing a combination of comprehensive desk reviews, analysis and interviews. While interviews are a key instrument, all analysis must be based on observed facts, evidence and data. Findings should be specific, disaggregated (by sex, age and location) concise and supported by quantitative and/or qualitative information that is reliable, valid and generalizable.

Overall guidance on evaluation methodology can be found in the UNDP *Handbook on Planning, Monitoring and Evaluating for Development Results*. The evaluator will determine the specific design and provide a complete evaluation methodology to UNDP as part of the evaluation inception report which will also include detailed plan for this assignment.

However, the methodology should include, but not limited to the following:

Desk reviews: The evaluator will collect and review all relevant documentation, including the following: i) Country Programme Document, Country Programme Action Plan, ii) project documents and progress reports; iii) past evaluation reports e.g.; SPCF MTR reports, CPAP annual evaluation reports vi) country office reports; vii) UNDP's corporate strategies and reports; and viii) government publications.

Interviews and focus group discussions: The evaluation team will conduct face-to-face interviews with relevant stakeholders, including: i) UNDP staff (Country Office's senior management, managers and programme/project officers), government officers ii) government partners both at the central and regional/sub-regional levels iii) beneficiary groups and donors iv) UN agencies working to contribute to the same outcome.

Field visits: The evaluation team will visit selected programme sites to observe first-hand progress and achievements made to date and to collect best practices/ lessons learned. A case study approach will be used to identify and highlight issues that can be further investigated across the programme.

Briefing and debriefing sessions: Briefing and debriefing sessions with UNDP and the government, as well as with other donors and partners.

6. EVALUATION PRODUCTS (DELIVERABLES)

The evaluator is expected to deliver the following:

1. Initial Work Plan

2. Evaluation Inception Report

Based on the Outcome ToR, initial meetings with the UNDP CO senior management, programme unit, and the desk review, evaluator is expected to develop an inception report. The inception report should detail out the evaluator's understanding of what is being evaluated and why (logic or theory of change—how the initiative is supposed to work, including strategies, activities, outputs and expected outcome and their interrelationship). A presentation of the inception report will be made to and discussed with UNDP. The inception report should include, *inter alia*:

Evaluation purpose and scope—A clear statement of the objectives of the evaluation and the main aspects or elements of the initiative to be examined.

Evaluation criteria and questions—the criteria and questions that the evaluation will use to assess performance and rationale.

The evaluator will propose a rating scale in order that Performance Rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability.

Evaluation methodology—A description of data collection methods and data sources to be employed, including the rationale for their selection (how they will inform the evaluation) and their limitations; data collection tools, instruments and protocols and discussion of reliability and validity for the evaluation; and the sampling plan.

Evaluation matrix—this identifies the key evaluation questions and how they will be answered by the methods selected; evaluation matrix outlining which data collection methodologies will be used to address each of the evaluation questions,

Detailed **resource requirements** tied to evaluation activities and deliverables detailed in the work plan.

A revised **schedule of key milestones**, deliverables and responsibilities.

Initial desk review results

The inception report will be discussed and agreed with UNDP country office before the evaluator proceed with site visits.

3. Zero draft Evaluation Report for initial feedback from UNDP

4. Draft Outcome Evaluation Report to be shared with UNDP and relevant stakeholders for feedback and quality assurance.

5. Presentation of Draft Project Evaluation Report at the validation workshop/meeting with key stakeholders, (partners and beneficiaries)

The draft Evaluation Report will be shared with stakeholders, and presented in a validation workshop or meeting that UNDP country office will organise. Key partners and stakeholders will participate in this meeting among others. Feedback received from these

sessions should be taken into account when preparing the final report. The evaluator will produce an 'audit trail' indicating whether and how each comment received was addressed in revisions to the final report.

6. Lessons Learned Report

A separate lessons learned report will also be produced and discussed during the validation workshop. Feedback received should be taken into consideration when preparing the lessons learned report. The lessons learned report should cover the different facets the programme implemented by the UNDP Eritrea. This reports should be annexed in the main evaluation report.

7. Evaluation debriefing meeting with UNDP and key stakeholders where main findings will be presented.

8. Final Outcome Evaluation Report⁴ a comprehensive analytical product in English. Refer Annex 7. UNDP Handbook on Monitoring and Evaluation for results Evaluation Report Template and Quality Standards

7. EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES

The terminal outcome evaluation will be undertaken by1 external evaluator, hired as consultant. The evaluator selected must be independent and objective; therefore, he/she should not have participated in the project design, implementation, and decision-making of the UNDP interventions contributing to this outcome.

The evaluator will perform the following tasks:

- Desk review of documents, detailing the evaluation scope, development of methodology, detailed work plan and Evaluation outline; develop the inception report
- Field visit to the project sites and interviews conducted with local stakeholders;
- Debriefing with UNDP and project implementing partner;
- Conduct the outcome evaluation in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines;
- Prepare the draft evaluation reports;
- Present draft findings in the stakeholder workshop;
- Finalize the evaluation and lesson learned report and submit it to UNDP CO Eritrea

Required Qualifications of the Evaluator:

- Minimum Master's degree in economics, Environmental science, public administration, regional development/planning, or other social science;
- Minimum 10-15 years of professional experience in public sector development, including in the areas of Environment and Sustainable Development, gender equality and social services.

⁴ For more details, please refer to Annex 7 of UNDP Handbook on Planning, Monitoring, and Evaluating for Development Results (2009)

- At least 5 years of experience in leading evaluations of government, policies and international aid organisations, preferably with direct experience with civil service capacity building;
- Adequate experience in programme evaluations in the development field and with proven accomplishments in undertaking evaluation for international organizations, preferably with UNDP

Competency requirements

- Good analytical and strategic thinking skills
- Extensive knowledge of qualitative and quantitative evaluation methods
- Proven knowledge of evaluation methods
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART indicators;
- Strong working knowledge of the UN and its mandate region, and more specifically the work of UNDP in support of Environment and Sustainable Development initiatives in the region
- Proven commitment to the core values of the United Nations
- Excellent inter-personal, communication, and teamwork skills
- Ability to meet tight deadlines
- Excellent written and spoken English and presentational capacities

Documents to be included when submitting the proposals:

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

1. Proposal: explaining why he/she is the most suitable for the work including past experience in similar evaluations;
2. Financial proposal (in USD, specifying a total requested amount per day, other expenses e.g. flight cost the most direct economic route);
3. Duly completed and signed P11 Form, and at least 3 contacts for references.

8. EVALUATION ETHICS

Evaluations in the UN are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'⁵. Evaluators are required to read the guidelines and ensure a strict adherence to it, including establishing protocols to safeguard confidentiality of information obtained during the evaluation. The Evaluator upon signing the contract will also sign this guideline which may be made available as an attachment to the evaluation report.

9. IMPLEMENTATION ARRANGEMENTS

The outcome evaluator (consultant) will be reporting to the Deputy Resident Representative (DRR/P) of UNDP Eritrea. To facilitate the outcome evaluation process, a UNDP Evaluation Focal Point (EFP)/ISDU will be assigned to oversee the overall evaluation process. The EFP will also be responsible for liaising with the Evaluator to set up stakeholder interviews, arrange field visits, coordinate with the Government etc. An 'Evaluation Focal Team' composed of key

⁵ UNEG, 'Ethical Guidelines for Evaluation', June 2008. Available at <http://www.unevaluation.org/document/download/547>

stakeholders and UNDP relevant staff will be set-up in order to provide technical inputs to enhance the quality of the evaluation. The CO Senior Management will take responsibility for the approval of the final evaluation report.

10. TIME FRAME FOR THE EVALUATION PROCESS

The evaluation is expected to take 27 working days over a period of 4 weeks starting 03 October 2016. The following table provides an indicative breakout for activities and delivery:

Activity	Estimated # of days to be Invested	Place	Responsible Party	Stakeholders involved
Meeting briefing with UNDP (DRR-Programme, Managers and project staff as needed)	At the time of contract signature	UNDP	UNDP	As appropriate
Sharing of the relevant documentation with the Evaluation Team	Upon signature of contract – 1 Day	E-mail	UNDP	N/A
Desk review, Evaluation design, methodology and updated work plan including the list of stakeholders to be interviewed	2 days	Asmara	Evaluation Expert	UNDP and presentation to government partner if needed
Submission of the inception report	2 day	Asmara	Evaluation expert	
Consultations and field visits, in-depth interviews and focus groups	12 days	Asmara, selected 3-4 regions of Eritrea (tentative)	Evaluation Expert	Local project partners, project staff, local authorities, NGOs, and etc.
Preparation of draft evaluation report including an Executive Summary of approx. 5 pages)	5 days	Asmara	Evaluation expert	Key stakeholders interviewed, if and when needed
Debriefing with UNDP	1 day	Asmara	Evaluation Expert	UNDP senior management, and ISDU, PMSU, EA
Provision of comments to the draft report	2 days	Asmara	UNDP	Government and other key partners as appropriate
Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP CO	2 days	Home-based	Evaluation Expert	
Submission of the final evaluation report to UNDP Eritrea (max. 50 pages excluding Executive Summary and Annexes)		Asmara	Evaluation Expert	
ESTIMATED TOTAL	27 Working Days			

11. COST/PAYMENT MODALITIES

Interested consultants should provide their requested fee (all inclusive) when they submit their expressions of interest, in USD. Fee payments will be made upon acceptance and approval by the UNDP CO of planned deliverables, based on the following payment schedule:

Terms of Payments		Amount in USD\$
Inception report/ Upon submission of inception report with annotated outline detailed work plan and budget estimates.	10%	
Draft Evaluation Report and lessons learned report/ Following submission and approval of the 1ST draft evaluation report/ Upon completion of the first draft of evaluation report.	70%	
Final Evaluation Report with annexed lesson learned report/ Following submission and approval (UNDP-CO) of the final evaluation report/ Upon submission, presentation and approval of the final evaluation report	20%	

Total	100%	
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Tax obligation

The consultant is solely responsible for all taxation or other assessments on any income derived from UNDP. UNDP will not make any withholding from payments for the purposes of income tax. UNDP is exempt from any liabilities regarding taxation and will not reimburse any such taxation to the subscriber.

12. ANNEXES⁶

This section presents additional requirements to facilitate the work of evaluators.

Annex1: Intervention Results Framework and Theory of Change

Annex2: List of key stakeholders and partners

UNDP CO Eritrea; MoLWE; MoA; MoEM; MOLG; UN Agencies (who contribute to the Outcome under consideration); Project beneficiaries

Annex3: Documents for Study by the Evaluator

1. UNDP Handbook on Monitoring and Evaluation for results
2. UNDP Guidelines for Outcome Evaluators
3. Common Country Assessments
4. SPCF Mid Term Evaluation Report (2013-2014)
5. UN Ethical Guidelines for Evaluation
6. UNDP Results-Oriented Annual Report (ROAR) for Eritrea (2013-2015)
7. Project documents and progress reports, project evaluation reports
8. National Development Strategies
9. United Nations – Eritrea Strategic Partnership Cooperation Framework (SPCF)
10. UNDP Country Programme Document (CPD) 2013 – 2016
11. UNDP Country Programme Action Plan (CPAP) 2013-2016
12. Country Programme Strategy for utilization of OP5 grant funds :The GEF – Small Grants Programme/Eritrea
13. Millennium Development Goals Reports in Eritrea
14. National Human Development Reports

Annex4: Evaluation matrix (Sample Evaluation Matrix)

To be included in the inception report.

Table A. Sample evaluation matrix						
Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods/Tools	Indicators/ Success Standard	Methods for Data Analysis

⁶ Annexes 1, 2 are part of the project documents. Annex 3 will be given when the contracts have been signed. Annex 5 will be provided with the contract for signature

Annex5: Schedule of tasks, milestones and deliverables

Based on the time frame present in the ToR, the evaluator should present a detailed schedule.

Annex6: Code of conduct

Evaluator will be requested to read carefully, understand and sign the UN 'Code of Conduct'.

Annex 7: Suggested Content of Inception Report

Annex8: Suggested Outcome Evaluation Report structure⁷

Refer Annex 7. UNDP Handbook on Monitoring and Evaluation for results Evaluation Report Template and Quality Standards

⁷ The report length should not exceed 40 pages in total (not including annexes)