Terms of Reference
Environment and Energy Outcome Evaluation, UNDP Sudan
Under CPD 2013-2017

1. Background and Context

UNDP Sudan developed a programme for 2013-16 and extended one more year till the end of 2017. The programme focused on conflict sensitive way to create an enabling environment for long term conflict prevention across all sectors of society and provided crosscutting principles such as gender and youth empowerment, environment-sensitivity, and a human rights based-approach. The programme pursued through four complementary portfolios: 1) Poverty Reduction, Inclusive Growth and Sustainable Livelihoods; 2) Inclusive governance and the Rule of Law; 3) Social Cohesion, Peace Consolidation and Peace Dividends and 4) Environment, Energy and Climate Change.

Environment and Energy portfolio focused on strengthening capacities at local, regional and national level to manage and utilize natural resources in a sustainable way, to enhance resilience and adaptive capacity to long-term climate change including variability impacts and to reduce the associated risk of natural disasters. Under the CPD 2013-17, UNDP Sudan implemented the following thematic area:

1. Support for risk-informed, resilience-based development policies

UNDP provided policy advice to Sudan on ways to formulate national development policies that integrate a host of ecological risks (i.e. biodiversity, climate change, disaster risks, etc) and mainstream resilience-based approaches for achieving the MDG/SDGs. The focus would be on ways to achieve risk-based, resilience-based approaches to address the complexity of risks from climate change and ecological fragility. UNDP implemented climate adaptation measures in national and state development plans, climate risk analysis and advocacy to scale-up climate finance, combat climate risks to food and water insecurity, mitigate social vulnerability, and natural resources based conflict. Special emphasis was given to gender sensitive data and statistics that strengthen desegregated national and regional data pertinent to climate change.

2. Sustainable use of natural resources

As climate impacts expand, natural assets (such as land, water and forests) and ecosystem services are becoming more fragile and less able to cope with rising demands. Greater fragility of ecosystems will exacerbate social vulnerability and amplify the risk of conflict around shared water, land and other natural resources. Therefore, UNDP Sudan covered the following thematic areas:

   a. **Integrated Water Resources Management**: This component addressed IWRM and related climate risks, in selected areas including regional cooperation (i.e. shared use of the Nubian groundwater system and micro watershed management scheme), and reinforcing technical and operational capacities within Sudan to manage water resources sustainably and enhancing productive capacities in a context of reducing water security owing to climate change.

   b. **Protected Area Management and ecotourism**: UNDP supported measures that build the resilience of land, natural resources and ecosystem services. This includes capacities for management and protection of biodiversity including in national Protected Areas and promote integrated ecosystem management that reduces threats to biodiversity, mitigates land degradation, sustains ecosystem services and improves people’s livelihoods.
3. Building climate and disaster resilient livelihoods

UNDP implemented a series of climate change adaptation measures in agriculture systems and strengthening institutional arrangements in disaster risk reduction (i.e. floods and droughts). These activities help improve capacities of households and communities, civil society and local and national institutions to established systems for early warning, climate and disaster risk management, improved resilience and adaptive capacity of communities and institutions. At the same time, UNDP promoted productive capacities and reduce vulnerabilities to climate change impact of small holder farmers and pastoralists. In addition, UNDP conducted efforts to integrate climate risks into initiatives meant to support recovery of internally displaced persons under climate change adaptation area.

4. Access to sustainable energy for poor and displaced communities

UNDP Sudan supported an “energy plus” approach to expanding energy access for the poor. This includes a focus on scaling up uses of renewable energy for productive purposes that bring tangible benefits to households and communities across a range of MDGs/SDGs and the use of solar energy for social services such as health and education, as well as for irrigation for poor farmers. The use of solar energy solutions also help meeting the basic needs of those displaced by and recovering from conflict. UNDP supported enabling policy environments that reduce the risk for large scale investments by public and private sectors into solar and wind sectors, to support innovation in energy solutions that bring benefits to goals of social empowerment and poverty reduction, and to build the institutional and community institutions and capacities to set and achieve sustainable energy targets.

The projects ranges are from enabling (USD 0.2M) to full size project (USD 6M), and some of them are still ongoing. Currently the funding is provided by UNDP TRAC, BCPR, and GEF, LDCF and the project portfolio. Key implementing partners are Higher Council for Environment and Natural Resources, Ministry of Water Resources Irrigation and Electricity and National Council for Civil Defense.

5. Evaluation Purpose

The purpose of this evaluation is as follow:

- Review the achievements made during the CPD 2013-2017 and take stock of lessons learned and challenges. This includes outcome progress, programme management, coordination arrangement, identify challenges, lessons learned, evidence based findings, conclusions and recommendations on results, effectiveness, efficiency, sustainability.

- Provide analysis of any deviations, reasons, mitigation measures any internal or external factors affected the outcome achievement.

- Review UNDP comparative advantage and added value, what worked and what did not and how to expand UNDP cooperation with related stakeholders. In addition,
  - Provide recommendations on UNDP work sustainability, linkages with national priorities and how to continue in the next cycle and
  - to receive recommendations to inform the programmes in the next programme cycle. The information will be used by UNDP Sudan as well as the key national counterparts and Implementing Partners
6. Portfolio overview

The CPD Outcome analysis through the thematic areas, including key challenges and UNDP approach, linkages to national priorities, etc.

The analysis at outcome level to consider the following

- Is the outcome and associated project relevant, appropriate and strategic to the national goals and the UNDP mandate?
- Where the actions to achieve the outputs and outcomes effective and efficient?
- Where their multi-level interventions conducted (environment, organization, individual) how many?
- Is the outcome and outputs leading to the benefits beyond the life of the project?
- Which findings may have relevance for eventual adjustments and/or future programing?
- To what extent did UNDP support positive changes in terms of gender equality and were there any unintended effects?
- What is the current status and prospects for achieving the outcome with the indicated inputs and within the indicated time frame?
- What are the main factors (positive/negative) within and beyond UNDP’s interventions that affected or are affecting the achievement of the outcome? How has these factors limited or facilitated progress towards the outcome?
- Were UNDP’s proposed contributions to the achievement of the outcome appropriate, sufficient, effective and sustainable?
- Are UNDP’s management structure and working methods appropriate and affective in achieving this outcome?
- What are the key outputs that have been produced by UNDP to contribute to the outcome?
- Are the UNDP outputs relevant to the outcome?
- Are the monitory and evaluation indicator appropriate to link these outputs to the outcome, or is there a need to approve the outcome?

7. Evaluation Scope and Objectives

The outcome to be covered in this evaluation is the Environment, Energy and Natural Resources Management outcome of UNDP Sudan CPD 2013-17 Outcome 2: “Populations vulnerable to environmental risks and climate change become more resilient and relevant institutions are more effective in the management of natural resources”. There are three CPD outputs and these are:

2.1 Needy communities to climate change and climatic risks adapted comprehensive sets of adaptation measures
2.2: Investment in green energy and access by needy communities to sustainable energy improved
2.3: Environmental governance policies and regulatory frameworks for enabling better natural resources and risk management developed

Two project have been accomplished, five projects are on-going, with 7projects are still in the soft and hard pipeline.

The evaluation should take into account the aspects of project effectiveness, efficiency, relevance, timeliness, impact, sustainability, and linkages with other programme areas/projects in UNDP Sudan, as well as partnership with national counterparts including government and CSOs, as well as UNCT, international donor community and academic groups. The evaluation should also recommend untapped
partner groups and the potential resource mobilization partners. In addition, this evaluation must address how the intervention sought to strengthen the application of the rights-based approach and mainstreaming gender in development efforts.

The evaluator shall consider the following:

- Review, evaluate projects under this Portfolio and its achievements, effectiveness, relevance, efficiency, impact, timeliness, and sustainability
- Meet and discuss with relevant project team, UNDP and relevant; stakeholders the project results, impacts and challenges
- Propose recommendation and corrective actions to UNDP regards to the management of the programme, its continuity and orientations
- Level of incurred changes; enabling environment, organizational and or individual change
- UNDP strategic positioning on achieving the outcomes
- Relevance of the outcomes and outputs
- Sustainability Partnership strategy, where there is ownership and capacity to maintain and manage development in the outcome

8. Evaluation Questions

This evaluation should aim to answer the following questions,
- Was stated outcome achieved?
- What progress toward the outcomes has been made?
- What factors have contributed to achieving or not achieving intended outcomes?
- To what extent has UNDP outputs and assistance contributed to outcomes?
- Has the UNDP partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?

* Evaluation questions could be refined in consultation with the evaluation consultant.

9. Methodology

This evaluation will be conducted by intensive documentation reviews, and stakeholder meetings. The M&E plan for this outcome is part of the UNDP Sudan Country Programme Action Plan (CPAP) 2013-2017 Results and Resources Framework (RRF). The key stakeholders in achieving the outcome include: Higher Council for Environment and Natural Resources; Ministry of Water Resources Irrigation and Electricity; and National Council for Civil Defense.

During the outcome evaluation, the evaluator is expected to apply the following approaches for data collection and analysis:
- Desk review of relevant documents: Project documents, Monthly reports
- Discussion with senior management and program staff of UNDP country office
- Briefing and debriefing sessions with UNDP, government, as well as with other stakeholders
- Interview with partners and stakeholders
- Field visits to select project sites and discussion with project teams
- Consultation meetings
10. Evaluation Products (Deliverables)

The key evaluation deliverables include: a work plan with timeframe, documented records of all interviews and observations after the inception report. First draft with PPT to present the findings. Final evaluation report after reflecting UNDP and relevant stakeholders’ comments.

**Key deliverables:**

- **Evaluation Inception Report.** An inception report should be prepared by the evaluator before going into the full-fledged evaluation exercise. It should detail the evaluators’ understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: a) proposed methods, b) proposed sources of data, and c) data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables. The inception report provides the programme unit and the evaluator with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset.

- **Draft evaluation report.** The programme unit and key stakeholders in evaluation should review the draft evaluation report to ensure that the evaluation meets the required quality criteria. Following the evaluation report template and quality standards [provided by Annex 7 of the UNDP handbook for planning, monitoring and evaluation.](http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf)

- **Final Evaluation report.** This should include lessons learned and recommendations.

- **Evaluation brief and other knowledge products** or participation in knowledge sharing events.

**Expected Outputs and Deliverables Timeline:**

<table>
<thead>
<tr>
<th>Deliverables/ Outputs</th>
<th>Estimated Duration to Complete (days)</th>
<th>Target Due Dates</th>
<th>Review and Approvals Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desk review and Summary of reviewed documents</td>
<td>3</td>
<td>29 Oct 2017</td>
<td>Programme Specialist, Sustainable Livelihood Unit, UNDP Sudan</td>
</tr>
<tr>
<td>Evaluation Framework</td>
<td>1</td>
<td>02 Nov 2017</td>
<td>Programme Specialist, Sustainable Livelihood Unit, UNDP Sudan</td>
</tr>
<tr>
<td>Evaluation work plan</td>
<td>1</td>
<td>02 Nov 2017</td>
<td>Programme Specialist, Sustainable Livelihood Unit, UNDP Sudan</td>
</tr>
<tr>
<td>Meetings with stakeholders</td>
<td>2</td>
<td>06 Nov 2017</td>
<td>Programme Specialist, Sustainable Livelihood Unit, UNDP Sudan</td>
</tr>
<tr>
<td>Inception Report and Presentation</td>
<td>3</td>
<td>09 Nov 2017</td>
<td>Programme Specialist, Sustainable Livelihood Unit, UNDP Sudan</td>
</tr>
<tr>
<td>Field Visits/Data Collection</td>
<td>10</td>
<td>19 Nov 2017</td>
<td>Programme Specialist, Sustainable Livelihood Unit, UNDP Sudan</td>
</tr>
<tr>
<td>Summary of main findings</td>
<td>3</td>
<td>22 Nov 2017</td>
<td>Programme Specialist, Sustainable Livelihood Unit, UNDP Sudan</td>
</tr>
<tr>
<td>Presentation of main findings</td>
<td>1</td>
<td>23 Nov 2017</td>
<td>Programme Specialist, Sustainable Livelihood Unit, UNDP Sudan</td>
</tr>
<tr>
<td>Draft report</td>
<td>4</td>
<td>29 Nov 2017</td>
<td>Programme Specialist, Sustainable Livelihood Unit, UNDP Sudan</td>
</tr>
<tr>
<td>Final Report*</td>
<td>2</td>
<td>07 Dec 2017</td>
<td>Programme Specialist, Sustainable Livelihood Unit, UNDP Sudan</td>
</tr>
</tbody>
</table>
11. Evaluation Team Composition and Required Competencies

The evaluation will be conducted by one consultant. The consultant must have relevant experience in conducting the development project evaluations, preferably in environment and energy sector, and projects of similar sizes in UNDP, other UN agencies or international organizations. The experience should include applying various evaluation methodologies which are internationally recognized. The required knowledge includes substantive knowledge in environment and energy sector, as well as human right based approach and sustainable human development with strong gender sensitivity.

The assignment demand evaluators’ independence from any organizations that have been involved in designing, executing or advising any aspect of the intervention that is the subject of the evaluation.

i. Qualifications:

a. Master degree or equivalent in environmental sciences, natural resource management or a related field
b. At least 10 years-experience in the assessment and evaluation of the implementation of projects and programmes
c. Demonstrated experience in assessment and evaluation of programmes within the UN system
d. Strong working knowledge of UNDP and its mandate, the civil society and working with government authorities
e. Extensive knowledge of results-based management evaluation, as well as participatory M&E methodologies and approaches,
f. Experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators and reconstructing or validating baseline scenarios,
g. Excellent oral and written communication skills

ii. Corporate Competencies Functional Competencies:

- Corporate Competencies
  - Demonstrates integrity by modeling the UN’s values and ethical standards;
  - Promotes the vision, mission, and strategic goals of UNDP;
  - Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
  - Treats all people fairly without favoritism;
  - Ability to work with a multi-cultural and diverse team

- Functional Competencies:
  - Experience working in the Arab Region
  - Experience applying SMART indicators and reconstructing or validating baseline scenarios
  - Excellent communication skills with various partners including donors in English
  - Project evaluation/review experiences
  - Excellent communication skills;
  - Demonstrable analytical skills;

- Language Requirements:
  - Fluency in written and spoken English is essential
12. Evaluation Ethics

The evaluator should follow the principles outlined in the Ethical Guidelines for Evaluation (UNEG 2007) and should address the principles in the design and implementation of the evaluation, including: Evaluation ethics and procedures to safeguard the rights and confidentiality of information providers; (e.g. measures to ensure compliance with legal codes governing, for example, provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; protocols to ensure anonymity, confidentiality, etc).

13. Implementation Arrangements

The evaluator will be coordinated by the Programme Advisor of UNDP Sustainable Livelihood Unit, and report to UNDP Sudan Senior Management (RR, CD and DCD). The evaluator will use his/her own computer. A working space will be allocated to the evaluator. Meetings and necessary travel arrangements will be coordinated by the UNDP Sustainable Livelihood Unit. The final draft report will be presented at the de-briefing session with senior management and development partners. After incorporating the inputs from partners, the final report will be reviewed and signed off by the UNDP Sudan DCD or CD.

14. Cost

The cost will incur by NDP Sudan Sustainable Livelihood Unit.

TOR Annexes: Annexes can be used to provide additional detail about evaluation background and requirements to facilitate the work of evaluators. Some examples include:

a. Intervention Logic Framework and Theory of Change: CPAP
b. Key stakeholders and partners: key partners to be met include: Higher Council for Environment and Natural Resources, Ministry of Water Resources, Irrigation and Electricity, National Council for Civil Defense, Meteorological Department, NGOs, Community Based Organizations.
c. Documents to be consulted: UNDAF, CPD, CPAP and project documents
d. Relevant national strategy documents Sudan NAPA, NCs, NBSAP, NAP, 25 year strategy, SDG Reports
e. Previous evaluations and assessments
f. UNDP evaluation policy, UNEG norms and standards, and other policy documents.
g. Required Format for the Inception Report


h. Evaluation Matrix (Suggested as a deliverable to be included in the Inception Report): The evaluation matrix is a tool that evaluators create as map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer and the data sources, data collection and analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.
i. Schedule of Tasks, Milestones and Deliverables: Based on the time frame present in the TOR, the evaluators present the detailed schedule.
j. Required Format for the Evaluation Report: The final report must include, but not necessarily be limited to, the elements outlined in the quality criteria for evaluation reports (see Annex 2, 3 and 7

k. Code of Conduct: UNDP programme units should request each member of the evaluation team to read carefully, understand and sign the Code of Conduct for Evaluators in the UN System, which may be made available as an attachment to the evaluation report.

Proposal:

- A letter of confirmation of interest and availability describing why the individual consider him/herself as the most suitable candidate for this assignment;
- Technical proposal and methodology explaining how he/she will approach and complete this assignment;
- Financial proposal presented in a Lump sum with all-inclusive fixed total contract price;
- The lump sum shall include all the cost components to enable the consultant’s work, such as, the consultant’s daily fee, travel, allowances, taxes, translations, communication, other as relevant. A breakdown of the lump sum is required;
- Completed and signed P11 form, if necessary the Consultant may supplement the P11 form with a personal CV including past experience in similar projects and at least 3 references.

Evaluation:

- The individual consultant will be evaluated based on the cumulative analysis methodology and the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:
- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation:
  1. Technical Criteria weight: 70%;
  2. Financial Criteria weight: 30%.

The selection of consultants will be aimed at maximizing the overall “team” qualities in the following areas:

<table>
<thead>
<tr>
<th>Assessment Criteria</th>
<th>Maximum Obtainable Points</th>
<th>Weightage (%)</th>
<th>Evaluated Points Obtained by the Offerors</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strong technical knowledge in assessment and evaluation of programme or portfolio within the UN system</td>
<td>20</td>
<td>28.57%</td>
<td>A</td>
</tr>
<tr>
<td>2. Technical knowledge of results-based management evaluation</td>
<td>20</td>
<td>28.57%</td>
<td></td>
</tr>
<tr>
<td>3. Technical knowledge of participatory M&amp;E methodologies</td>
<td>15</td>
<td>21.43%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strong technical experiences in SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators and reconstructing or validating</td>
<td>15</td>
<td>21.43%</td>
</tr>
<tr>
<td>---</td>
<td>---------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----</td>
<td>---------</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>70</td>
<td>100%</td>
</tr>
</tbody>
</table>

- Only candidates obtaining a minimum of 70% in their technical proposal would be considered for the Financial Evaluation.
- Please note that any CV/P11 not submitted with a technical and financial proposal will not be considered.