



**UNITED NATIONS DEVELOPMENT PROGRAMME  
REGIONAL BUREAU FOR LATIN AMERICA AND CARIBBEAN  
Sustainable Development and Resilience Practice Area  
TERMS OF REFERENCE**

*Empowered lives.  
Resilient nations.*

### **I. Information**

Job Title	Project Evaluation Consultancy
Contract Type	Individual Contract (IC)/Institutional Contract
Languages Required	English, Spanish
Duty Station	Home Based with missions in 2 Caribbean countries
Contracting Authority	United Nations Development Programme
Contract Duration	23 working days
Estimated start Date	December 1 <sup>st</sup> , 2018
Estimated end Date	February 28 <sup>th</sup> , 2019

### **II. Background**

The Caribbean region is highly prone to natural hazards such as tropical cyclones, floods, volcanic and seismic activities, droughts and forest fires. The increasing impact of global climate change and risk posed by a range of natural, environmental and technological hazards are some of the Caribbean's most critical development problems.

UNDP's recently developed DRR flagship programme "5-10-50" is dedicated to addressing this challenge in support of the Sendai Framework for Action. 5-10-50 aims to enable 50 countries to move towards risk-informed development over a period of 10 years, through 5 mutually reinforcing interventions: risk assessment and communication, inclusive risk governance, urban and local-level risk management, preparedness and early warning-early action, and resilient recovery.

As identified in the *DIPECHO Humanitarian Implementation Plan (HIP) 2017*, response and preparation capacities in the Caribbean have improved. However, the HIP outlines the need for further action to address preparedness capacities, reinforce EWS and foster exchanges between countries and linkages with regional institutions. HIP specifically identify that "collaboration between countries on Early Warning Systems to exchange on good practices should be fostered", as well as the "compilation of DRR tools and processes endorsed at national and regional level, led by national systems in coordination with the CDEMA, EU Delegations and other development actors" are priority areas for action. Although there has been considerable investment in EWS at a national and regional level in the Caribbean, some gaps still need to be addressed, in order to strengthen preparedness and response of Caribbean countries at national and community level.

UNDP-working in collaboration and coordination with the International Federation of the Red Cross and Red Crescent Societies (IFRC), the Caribbean Disaster Emergency Management Agency (CDEMA), DIPECHO partners, and national counterparts are strengthening integrated Early Warning Systems (EWS) through "Strengthen integrated early warning systems for more effective disaster risk reduction

in the Caribbean through knowledge and tool transfer“ DIPECHO project in Antigua and Barbuda, Dominica, Dominican Republic, Saint Lucia and Saint Vincent and the Grenadines (SVG).

The objective is to improve EWS for more effective Disaster Risk Reduction (DRR) in the Caribbean, and to move toward the realization of a more integrated system, through concrete actions addressing existing gaps. This initiative seeks to emphasize the 4 components of EWS - and close priority gaps - at a national level, contributing to the integration of national and community EWS and addressing sustainability and national ownership of EWS through 4 expected results:

- R1: Increase access to existing tools and knowledge of EWS at a national and regional level;
- R2: Provide integrated EWS solutions in five target countries through knowledge sharing;
- R3: Increase EWS effectiveness in five target countries through concrete priority actions;
- R4: Ensure EWS knowledge transfer, documentation and communication.

This project intends to use SSC as a development tool to strengthen integrated EWS, based on the Cuban experience in the region, sharing their best practices and tools, with Cuban experts supporting the adaptation of tools to other countries context, and the design of solutions packages and roadmaps at each country level. Cuba has a comparatively advanced integrated EWS with coherency at a community, provincial and national level. The Cuban model highlights effective hazard monitoring, comprehensive risk analysis through risk studies, tools and methodologies, coordinated alerting systems and flow, and response capacity at community, provincial and national levels. The Cuban experience provides a model for EWS and requires consolidation and testing of the best practices for horizontal transfer.

### **III. General Objective**

This evaluation will identify from an outside perspective the outputs produced and the contributions to results at outcome level and positive or negative changes produced along the way, including possible unexpected results. The evaluation will also seek to identify the key lessons learned and best practices.

### **IV. Specific Objectives**

The evaluation should serve as a learning document with concrete and feasible recommendations that allow UNDP, IFRC and CDEMA to improve south-south cooperation exercises, project management, programming and strategy for future actions in DRR and the Caribbean region.

The evaluation will assess:

- The fulfillment of the activities, the achievement of the results and the impact of the result on the fulfillment of the objectives.
- The relevance of the project at national level on strengthening EWS.
- The efficiency of regional south-south cooperation (SSC) process for the accomplishment of the objectives.
- The effectiveness (contributions/challenges) of the partnership and coordination set-up between implementing partners to achieve project results.
- Level of interrelation between this project and previous projects in the Caribbean in terms of EWS, CREWS and liaison with the new DIPECHO 2018 project.
- The effectiveness with which the ECHO, IFRC, CDEMA and RBLAC resources have been used
- The usefulness and sustainability of the results/project targets for the beneficiaries
- UNDP, IFRC, CDEMA and other implementing partners' performance as development partners
- UNDP, IFRC, CDEMA and other implementing partners' added value to the expected results
- Recommendations and lessons learned that could be addressed and considered by future regional-level projects

The evaluation will be used by all main parties (regional institutions, beneficiary countries and implementing partners) to assess their approaches to development assistance and to design future interventions. It is expected to serve for accountability purposes as well as generation of knowledge for wider use.

#### **V. Evaluation scope**

The evaluation will cover all the aspects of the project included in the period 15 May 2017– 15 February 2019, focusing on all project outputs and related activities in the Caribbean countries involved.

**Geographic Scope:** The scope of the inquiry should cover a sample of stakeholders, both in geographic and institutional terms. Geographically, counterparts from the English-speaking and Spanish-speaking Caribbean should be included: Saint Vincent and the Grenadines, Haiti, Antigua and Barbuda, Dominica, Saint Lucia, Cuba and Dominican Republic. In addition, regional institutions, IFRC representation in the Caribbean, CDEMA, as well as UNDP representation in Cuba, Barbados and OECS and Dominican Republic country offices and Regional Hub for LAC in Panamá, should be engaged in the evaluation. The mission will include field visits to 2 selected countries, to conduct interviews with the main implementing partners and agencies involved in the project. Consultations/interviews relevant to partners in the region can be convened through online mediums or via phone. The following agencies should be included:

- Cuba: UNDP Cuba, the multidisciplinary EWS expert Committee, Cuban Hydrological Service (INRH), Cuban Environmental Agency (AMA), Cuban Civil Defense (EMNDC), Cuban Climate Center (INSMET), Oxfam DR.
- Dominican Republic: UNDP DR, IFRC and RC, Emergency National Centre (CNE), Emergency Operations Centre (COE), Meteorology National Office (ONAMET).
- Barbados: Caribbean Disaster Emergency Management Agency (CDEMA), International Federation of the Red Cross (IFRC), UNDP BRB and the OECS.
- Antigua and Barbuda: National Office for Disaster Services (NODS), RC.
- Saint Lucia: National Emergency Management Office (NEMO), RC.
- Saint Vincent and the Grenadines: National Emergency Management Office (NEMO).
- Dominica: Office for Disaster Management (ODM), RC.
- European Commission Humanitarian Aid Department (ECHO), The Climate Risk and Early Warning Systems (CREWS).

#### **Specific issues to consider**

The evaluation is also expected to include documentation of lessons learned, findings and recommendations in the following areas:

- Potential and effective contribution by beneficiary countries to their own EWS strengthening and disaster preparedness.
- Opportunities and challenges of CDEMA, IFRC and UNDP partnership in a Caribbean regional programme in the field of DRR.
- Lessons learned by the additional agencies who assisted with implementation on particular activities of the project.

#### **Methodology**

The project evaluation is to be undertaken in accordance with UN evaluation norms and policies, including UN Standards and Norms for Evaluations<sup>1</sup>, UNDP Handbook on Planning, Monitoring and Evaluation for Development Results. Evaluation methods should be selected for their rigor in producing empirically based evidence to address the evaluation criteria, to respond to the evaluation questions, and to meet the purpose and objectives of the evaluation. The evaluation approach should be participative at all stages, including the validation of the findings. It should be based on the theory of change (or results chain) and be sensitive to gender and human rights. The design may vary; mixed methods are encouraged so there is a triangulation of information and an inclusion of both qualitative and quantitative analysis. If disaggregated data exists for gender and vulnerable groups, it should be analyzed.

The evaluator will define the final methodology to be applied and it should include methodologies as outlined in the Handbook on Planning, Monitoring and Evaluating for Development Results.<sup>2</sup> The evaluator will have to undertake an exercise to identify possible limitations to the evaluation and take measures to overcome them. As guidance, the evaluator will be expected to undertake the following activities:

- **Comprehensive Desk review:** All needed documentation can be obtained directly from the DIPECHO project team (UNDP, IFRC and CDEMA).
- **Field visits** will be conducted in 2 selected countries and can include semi-structured interviews and/or focus groups (or other data collection methods) and potentially site visits
- **Consultations** with regional contacts/focal points can occur via online mediums (skype etc) or telephone
- **Preparation of the final report.**

## VI. Products

The evaluator shall produce, in English the following products:

### 1. A brief inception report

This report will be submitted to UNDP at the end of the preparatory period. It shall confirm any scheduled visits, the methodology adopted and the assumptions made to complete the assignment. The inception report should also include a brief assessment; identify possible limitations to the evaluation process; and the response of the evaluator to overcome these limitations to allow for a methodologically valid evaluation.

The Inception Report shall provide an opportunity to verify that UNDP and the evaluator share the same understanding about the evaluation, and shall clarify any issues at the outset. This report shall detail the understanding of the evaluator on what they are going to evaluate and why, showing how each evaluation question shall be answered and by which means: the proposed methodology, the proposed information sources, and the data recollection procedures. This information shall be reflected in an evaluation matrix as shown below.

### 2. Draft Evaluation Report

A draft evaluation report shall be submitted. This draft evaluation report shall at least include the following elements, and shall not surpass 60 pages:

<sup>1</sup>Available at UNEG Webpage: <http://www.uneval.org/document/library>

<sup>2</sup> <http://www.unevaluation.org/document/detail/1914>

- The title and opening pages
- Table of contents
- List of acronyms and abbreviations
- Draft executive summary
- Introduction
- Description of the intervention
- Evaluation scope and objectives
- Evaluation approach and methods
- Findings
- Conclusions
- Recommendations
- Lessons Learnt and best practices

The report annexes may be partly provided at the level of submission of the draft report:

- ToR for the evaluation
- Addition methodology related documentation
- List of individuals or groups consulted
- List of supporting documents reviewed
- Results and Resources Framework
- Summary table of findings
- Short biographies of the evaluator
- Code of conduct signed by evaluators

### 3. Final evaluation report

The draft evaluation report will be reviewed by UNDP and key partners as well as country focal points during the period of time (approximately 10 business days). It is thus essential that main findings and recommendations are shared informally during the mission with the relevant stakeholders.

The reports shall be written and structured in a way that they can also be read and edited independently from the final evaluation report. All reports produced must be in modifiable word format, Times New Roman 12-point font, numbered pages and have all images compressed.

It is expected that the final evaluation report would be shared with both UNDP and implementing partners electronically.

## VII. Implementing arrangements

A pre-evaluation briefing will be provided after which the evaluator is expected to conduct consultations with key stakeholders in different countries. The evaluator will then provide a de-briefing to UNDP LAC after these consultations have been completed

A possible schedule is proposed as follows:

Phase	Activities	Duration in working days
Inception (home based)	Desk review, preparation of the inception report: UNDP provides contacts and documents	4 days

Primary Data Collection – – Field Mission to 2 selected project countries	<ul style="list-style-type: none"> <li>• Calls or meetings with the UNDP COs teams and project focal points</li> <li>• Field visits to verify the implementation of priority EWS actions at target countries and consultations with National DRM Systems</li> </ul>	6 days
Primary data collection and elaboration of the draft report (Home based with consultations with project involved countries). <i>In addition to interviews other data collection methods like surveys may be considered</i>	<ul style="list-style-type: none"> <li>• Review of documentation</li> <li>• Skype or phone interview/consultation with project contacts/focal points</li> <li>• Skype or phone interview/consultation with other local stakeholders</li> <li>• Skype or phone interview/consultation with key partners involved in the project</li> <li>• Skype or phone interview/consultation with donors (ECHO)</li> <li>• On-going draft report writing. Submission of draft report for comments</li> </ul>	9 days
Home based/Panama	<ul style="list-style-type: none"> <li>• Information meeting with UNDP LAC</li> <li>• Debriefing with UNDP LAC and implementing partners based on the draft report and the comments received</li> <li>• Integration of comments on draft report</li> <li>• Delivery of Final report</li> </ul>	4 days

#### Travels and DSA

The economic proposal must include the cost of flights, travel expenses and fees.

The supervisor assigned by the UNDP will review the products presented by the contracted consultant. The consultant must maintain constant communication and carry out the meetings that are necessary for the coordination.

#### VII. Competencies and Critical Skills

<b>Education:</b>	<ul style="list-style-type: none"> <li>• Master's degree in environmental studies, development studies, or relevant area of social sciences</li> </ul>
<b>Experience:</b>	<ul style="list-style-type: none"> <li>• At least three (3) years' documented experience in monitoring and evaluating projects and programmes, utilizing participatory approaches</li> <li>• At least three (3) years' documented experience in disaster risk reduction or related field within the Caribbean or Small Island Developing States (SIDS)</li> <li>• Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods to projects and/or programmes.</li> <li>• Knowledge of UNDP RSC-LAC and the Caribbean participating states context and institutional frameworks for addressing disaster risk reduction.</li> <li>• Good presentation, interpersonal and communication skills</li> <li>• Ability to meet deadlines and prioritize multiple tasks</li> <li>• Excellent report writing and editing skills</li> <li>• Plans and produces quality results to meet established goals; Responds positively to critical feedback and differing points of view.</li> <li>• Previous experience evaluation UNDP or UN system projects will be an asset</li> </ul>

<b>Language Requirements</b>	<ul style="list-style-type: none"> <li>• Excellent working level of English and Spanish, both verbally or written.</li> </ul>
<b>VIII. Payment</b>	
<p>Payments would be made upon submission and approval of the following deliverables as highlighted in section 6 above:</p> <ul style="list-style-type: none"> <li>• Product1: Inception Report (Beginning of January) - 20%</li> <li>• Product2: Draft Evaluation Report and presentation of the findings, conclusions and recommendations (II week of February) – 40%</li> <li>• Product3: Final Evaluation Report – (End of February) – 40%</li> </ul> <p>Payments are contingent on performance, which include:</p> <ul style="list-style-type: none"> <li>• Timely achievement of satisfactory outputs</li> <li>• Demonstrated reliability</li> </ul>	
<b>IX. Selection Criteria</b>	
<p><b>Contents and Submission of Applications</b></p> <p>Applications must include:</p> <ul style="list-style-type: none"> <li>• Detailed resume of the candidate outlining experience conducting evaluations;</li> <li>• Total quoted amount for service (US Dollar amounts) using table in Appendix 1.</li> <li>• The approach proposed for implementation of the tasks described;</li> <li>• Completed UNDP Personal History Form (For individual applicants only). This form is found on the <a href="http://www.regionalcentre-lac-undp.org/en/p11forms">http://www.regionalcentre-lac-undp.org/en/p11forms</a></li> </ul> <p><b>Selection, evaluation and negotiation</b></p> <p>Submissions must fulfill the profile minimum requirements and comply with the application instructions in order to be evaluated.</p> <p><u>Technical evaluation of offers (70 points)</u></p> <p>A two-stage procedure will be utilized in evaluating the submissions, with evaluation of the technical component being completed prior to any price component being reviewed and compared. The price component will be reviewed only for those consultants whose Technical Component meets the requirements for the assignment. The minimum number of points to move to the second stage (evaluation of quotes) is 49</p> <p>The technical component, which has a total possible value of 70 points, will be evaluated using the following criteria:</p> <ol style="list-style-type: none"> <li>a) Quality of resume of consultants (10 points)</li> <li>b) Minimum of three (3) years' documented experience in monitoring and evaluating projects. (30 points)</li> <li>c) Minimum of three (3) years' documented experience in disaster risk reduction or related field within the Caribbean (10 points)</li> <li>d) Excellent working level of English and Spanish, both verbally or written (10 points)</li> <li>e) The approach proposed for implementation of the tasks described (10 points)</li> </ol> <p><u>Evaluation of Quotes (30 points)</u></p>	

If applicants receive more than 49 points in the technical evaluation, the competitiveness of the quotes will be taken into account in the following manner:

The total amount of points for this section is 30. The maximum number of points shall be allotted to the lowest fees proposed that is compared among those invited firms which obtain the threshold points in the evaluation of the substantive presentation. All other fees shall receive points in inverse proportion to the lowest fees; e.g;

$[30 \text{ Points}] \times [\text{US\$ lowest}] / [\text{US\$ other}] = \text{points for other proposer's quote}$

Please note that the UNDP is not bound to select any of quotations provided. Furthermore, since a contract will be awarded in respect of the quotation which is considered most responsive to the needs of the project concerned, due consideration being given to UNDP's general principles, including economy and efficiency, UNDP does not bind itself in any way to select the firm offering the lowest price.

#### **X. Instruction to applicants**

Applications must include:

- Detailed CV
- Economic Proposal

#### **XI. Resources provided by the project and the consultant**

Candidates must submit an economic proposal for a total amount of professional fees and travel expenses.

The Project will provide all the information available for the development of the consultancy.

UNDP will not provide any physical space, supplies (prints, photocopies), material, equipment and tools.

The Consultant will provide all the material for the good performance of this Consultancy. Likewise, it will have to use its own facilities for the development of the activities related to the Consulting

#### **XII. Recommended presentation and other obligations**

- The consultant will assume full technical responsibility for the professional services provided for the development of this consultancy.
- Guarantee high quality products taking care of the delivery times until the final approval of the products.
- Maintain a fluid communication via email, telephone or in person
- The consultant must comply with the delivery of products, as established in the schedule agreed between the two parties.

All the products produced, and background compiled by the expert are the property of UNDP. For the use of all or part of the documents for another consultancy or work, a written permission from UNDP must be obtained.