



TERMS OF REFERENCE

Organization:	United Nations Development Programme
Project name:	Strengthening Disaster Risk Reduction and Response Capacities
Post Title:	International Consultant for Project Evaluation
Period of assignment/services:	Estimated 30 working days during July-August 2021
Duty station:	Home-based, with one mission to Tajikistan
Type of appointment:	Individual Contract (International Consultancy)

I. PROJECT BACKGROUND

In its work, UNDP focuses on promoting integrated approaches to development, ensuring building the resilience of communities to climate variability and climate-related disasters, disaster risk reduction, and promoting integrated approaches to development. In this regard, UNDP with funding of the Government of Japan, implements “Strengthening Disaster Risk Reduction and Response Capacities” project to maintain the high level strategic policy dialogue with the Government of Tajikistan on disaster risk reduction and disaster risk management, and pilot local level interventions, to reduce the risk of disasters and increase resilience, and thus contribute to improving livelihoods.

The “Strengthening Disaster Risk Reduction and Response Capacities” project is built on the National Disaster Risk Management Strategy and priority areas identified in the “Sendai Framework for Disaster Risk Reduction (2015-2030)”. The project implementation started in Sept. 2016.

The project supported the Government of Tajikistan to undertake a nation-wide risk assessment, worked to establish and implement risk reduction measures and improve early warning (Project Outcome 1), in line with Sendai Framework’s Priority Area 1 on understanding disaster risks and Priority Area 3 on investing in DRR for resilience. The project facilitated an improved disaster management planning, preparedness and response in nine mid-sized municipalities (Outcome 2) and strengthened capacities of search-and-rescue teams (Outcome 3), in line with Sendai’s Priority Area 2 on enhancing disaster preparedness for an effective response and disaster risk governance. The project promoted cross-border cooperation with Afghanistan to improve disaster response (Outcome 4), in line with the call under the “Central Asia plus Japan” Dialogue to promote regional cooperation in the area of DRR. The project is implemented by UNDP Tajikistan in partnership with the Committee of Emergency Situations and Civil Defense of Tajikistan, Agency of Hydrometeorology, Department of Geology, Afghanistan National Disaster Management Authority, and local authorities, with broad participation of the communities.

Due to COVID-19 impact on the pace of project implementation, operational challenges and delays caused by specific focus of government counterpart organizations on solely procurement of equipment and machinery, the project has been extended for one year, and will close in August 2021.

UNDP's work on this project throughout 2016-2021 demonstrated the importance and effectiveness of integrated approaches in disaster risk reduction. The evaluation of the project is expected to capture the project results, successes and lessons learnt, and to feed into the formulation of the next programme cycle for UNDP Country Office in Tajikistan, in order to ensure that the sustained engagement over time (10-20 years) serves as a pre-requisite for institutionalization of these results, leading to direct economic, social and environmental gains.

II. PURPOSE

UNDP is seeking for an International Consultant, who, under an overall supervision of UNDP DRM Programme Manager and the Team Leader on Climate Change, DRR, Energy and Environment and in close consultation with the national stakeholders and other relevant counterparts, will assess the overall project impact, as well as the project progress towards achievement of its development goal and associated outputs, as well as quality of project implementation.

Main objectives of the Final Project Evaluation include:

- To determine the extent to which the project design has been in line with GoT and UNDP policy/programmatic priorities, and how it contributed to uplifting policies in this sector;
- To assess to which extent the project successfully achieved impact through reaching its anticipated outcomes and outputs, as stipulated in the Project Document and Project Results Framework.
- Identify factors that have contributed to achieving project results, or, in contrary, impeded the project progress.
- Analyze the effectiveness of the partnerships established/maintained with the Government, UN Agencies, donors, local communities and other relevant stakeholders.
- Identify lessons learnt in the course of project implementation, and provide recommendations as necessary.

In particular, the project evaluation should respond to following key evaluation criteria:

Relevance

- Assess to what extent the project was in line with national disaster risk reduction and response preparedness priorities, UNDAF, UNDP CPD and SDGs.
- Assess to what extent the project's overall interventions addressed the needs of the beneficiary government agencies and local communities.
- Assess the relevance and impact of technical assistance provided within the framework of the project.

Effectiveness

- Review and analyze the achievement of projects' results against set targets. Were the projects objectives and outputs clear and feasible?
- Assess the performance of the Project with particular reference to qualitative and quantitative achievements of outputs and targets as defined in the Project documents and work-plans and with reference to the Project baseline.

- Assess the areas in which the project has the fewest and the greatest achievements.
- Analyze the underlying factors within and beyond implementing agency's (UNDP) control that affect the Project (including analysis of the strength, weaknesses, opportunities and threats affecting the achievement of the Project).
- Assess the extent to which the project partners been involved in project implementation. 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.
- Asses to what extent capacities of national and regional partners/authorities have been enhanced.

Efficiency

- Assess whether the Project has utilized Project funding as per the agreed work plan to achieve the projected targets.
- Analyze the role of the Project Steering Committee (PSC) and whether this forum has been optimally used for decision making.
- Assess the timeline and quality of the reporting followed by the Project.
- Assess the qualitative and quantitative aspects of management and other inputs (such as equipment, monitoring and review and other technical assistance and budgetary inputs) provided by the project vis-à-vis achievement of outputs and targets.
- Identify factors and constraints, which have affected Project implementation including technical, managerial, organizational, institutional and socio-economic policy issues in addition to other external factors unforeseen during the Project design.

Sustainability and Impact

- Assess preliminary indications of the degree to which the Project results are likely to be sustainable beyond the Project's lifetime (both at the community and national level) and provide recommendations for strengthening sustainability.
- Assess the sustainability of the Project interventions in terms of their effect on environment.
- Analyze the emerging impact on the communities for both men and women in terms of food security, income and asset enhancement. Asses to what extend the project interventions contributed to economic/livelihood empowerment of the community level beneficiaries, especially vulnerable women, migrant families, etc.

Lessons learnt/Knowledge Management

- Analyze areas for improvement for programming, especially with respect to project design, relevance and capacity of institutions for project decision making and delivery.
- Identify significant lessons or conclusions which can be drawn from the Project in terms of effectiveness, efficiency, sustainability and networking. Special attention may be given to the security situation and the coping strategies developed by the project to maintain work momentum.

EVALUATION METHODOLOGY SUGGESTED

The proposed evaluation methodology employs results-oriented approach and integrates cross-cutting issues (human rights, gender equality, environment etc.) into the evaluation.

The key elements of the methodology to be used by the evaluation team will consist of (but not limited to) the following:

- Documentation/desk review;
- Interviews with key partners and stakeholders;
- Focus groups;
- Field visits;

- Questionnaires;
- Participatory techniques, SWOT analysis and other approaches for gathering and analysis of data.

Documents to be reviewed:

Some of the background documents to be reviewed as part of the outcome evaluation are as follows:

- United Nations Development Assistance Framework (2016-2021);
- Country Programme Document (CPD) 2016-2021;
- Project Document “Strengthening disaster risk reduction and response capacities”;
- Annual Progress Reports for the entire project period;
- Monitoring and Evaluation tools (field trip reports, minutes of the Project Steering Committee meetings etc.).
- Project partner reports, project related outputs/deliverables, etc.
- Publications and social media resources, as relevant.

EXPECTED OUTPUTS AND DELIVERABLES

The consultant is expected to provide the following key deliverables within the period of his/her assignment:

- Inception report, comprising a proposed methodology, workplan and schedule;
- Draft evaluation report for comments;
- Address comments, questions and clarifications;
- Final evaluation report (addressing comments, questions and clarifications);
- Evaluation report summary; and
- Project evaluation presentations and other relevant products.

It is expected that draft report will be submitted to the UNDP in two working weeks after the in-country mission, and the final report with all comments and recommendations incorporated submitted to UNDP for final endorsement not later than in two working weeks after receipt of consolidated formal feedback with comments to a draft from the UNDP (in the form of audit trail).

The draft Report and Final Reports: The Report should be logically structured, contain evidence-based findings, conclusions, lessons and reasonable number of recommendations, and should be free of information that is not relevant to the overall analysis. The Report should respond in detail to the key focus areas described above.

Presentation: For presenting and discussing the draft final report interactively, the consultants will facilitate a concluding workshop for the Project stakeholders.

III. EXPECTED DELIVERABLES

#	Deliverable	Approx. Timeframe	Approx. Days
1.	Desk review of the contextual and project related documents	July	4 days
2.	Provision of inception report, comprising of the evaluation methodology, questionnaires, mission plan		
3.	7-10 day in-country mission and presentation of findings at the end of the mission	July	10 days
4.	First draft of the Project Evaluation report submitted within 2 weeks after the mission	July	10 days

5.	Feedback on the draft evaluation report incorporated	July	1 day
6.	Final Project Evaluation report with recommendations in a form and substance satisfactory to UNDP, submitted within 2 weeks after the receipt of final comments from UNDP. The presentation of key Project Evaluation findings prepared and presented at the Final Project Workshop meeting	August	5 days

IV. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

Academic Qualifications:

- At least Master’s degree in Development Studies, Environmental Sciences, Public Policy, International Relations or other relevant field.

Years of Experience:

- At least 5 years of experience in project evaluation of similar thematic foci (i.e. disaster risk management) with UN agencies, international organizations and Government.

Functional Competencies:

- Strong analytical skills.
- Strong networking and coordination skills and demonstrated ability to liaise and involve partners.
- Strong interpersonal skills with ability to work under pressure and to establish and maintain effective work relationships with people of different backgrounds.
- High sense of responsibility, attention to detail, willingness to take initiative, excellent communication skills.
- Knowledge and understanding of international and country-level DRM contexts.
- Similar experience in Tajikistan or Central Asia is an asset.

Language:

- Written and verbal fluency of English language.
- Knowledge of Russian or Tajik is an asset.

Corporate Competencies:

- Affinity with the mandate and role of the United Nations.
- Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability.
- Treats all people fairly without favoritism.

V. PAYMENT

Payments are in lump sums, and done upon provision of the output, i.e. upon delivery of the services specified in the TOR that contributed to the overall project deliverables as stated above under “Expected Deliverables”.

ANNEX 2
BREAKDOWN OF COSTS
SUPPORTING THE ALL-INCLUSIVE FINANCIAL PROPOSAL

Having examined the Solicitation Documents, I, the undersigned, offer to provide all the services in the TOR for the sum of _____

This is a lump sum offer covering all associated costs for the required service (fee, meal, accommodation, travel, etc.).

a) Breakdown of Cost by Components in (pls. indicate the currency): _____

<i>Cost components</i>	<i>Unit cost</i>	<i>Quantity</i>	<i>Total rate for the Contract Duration</i>
I. Personnel Cost			
Professional fee			
Life insurance			
Medical insurance			
Communications			
Other (pls. specify)			
TOTAL			
II. Duty Travel			
Travel to duty station (if required)			
Travel to project sites (if indicated in ToR)			
Living allowance			
Travel Insurance			
Others (pls. specify)			
TOTAL			

b) Breakdown of Cost by Deliverables*

<i>Deliverables [list them as referred to in the TOR]</i>	<i>Indicative time-frame (subject to revision)</i>	<i>Percentage of Total Price (Weight for payment)</i>	<i>Amount</i>
Deliverable 1			
Deliverable 2			
....			
Total		100%	

*Basis for payment tranches

Proposed by:

Name:

Signature:

Date: