



Terms of reference (ToRs) for the Final Project Evaluation of Disaster Resilience and Climate Change Adaptation programme

Services Required	Project Final Evaluation
Project/Program Title	"Strengthening government and community capacities and frameworks for climate change adaptation and disaster resilience"
Post Title	National Consultant
Type of Contract	Individual Contract
Languages Required	English and Portuguese
Duty Station	Maputo
Expected Places of Travel	Gaza and Nampula
Duration	Up to 30 days
Expected Start Date	Immediately after Concluding Contract Agreement
<p>UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence. UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.</p>	

Proposal should be submitted to the following address United Nations Development Program, Mozambique, Maputo, Av. Kenneth Kaunda nr 931, P.O. Box 4595, Maputo OR by email to procurement.mz@undp.org

Any request for clarification must be sent in writing, or by standard electronic communication to the address or e-mail indicated above. The procuring UNDP entity will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of inquiry, to all consultants.

I. BACKGROUND & CONTEXT

The project ***“Strengthening government and community capacities and frameworks for climate change adaptation and disaster resilience”*** (2018-2022)¹ represents the UNDP contribution to the Government of Mozambique efforts on disaster risk reduction and climate change adaptation, and was developed in recognition that disaster preparedness, mitigation and risk reduction, as well as vulnerability reduction and climate change adaptation are fundamental factors contributing to development in Mozambique, a country that is affected by frequent natural hazards.

In response to the vulnerability of Mozambique to ‘natural’² and anthropogenic hazards - climate change adaptation, disaster risk reduction and resilient recovery, have become a key concern for government. Guided by the Hyogo Framework of Action (HFA) since 2006 and its successor, the Sendai Framework for Disaster Risk Reduction (SF-DRR, - 2015 -2030) the emphasis has been on changing mindsets and strengthening institutional and communities’ capacities for moving from a reactive to a proactive risk reduction approach. Such actions would foster disaster resilience through disaster risk reduction, including effective and early recovery. These actions are in recognition of the increasing frequency and intensity of hazards that trigger disasters such as floods, droughts and cyclones in the country are predicted to intensify, with increased rainfall variability. Of late, earthquakes have become one of a major concern, particularly considering that development activities are encroaching on seismic prone areas with low standards of infrastructure development. The impacts of these hazards will have adverse consequences on development in the country hindering progress towards meeting the UN Sustainable Development Goals and the demands and objectives of Paris Declaration on Climate Change (COP 21).

The project “Strengthening government and community capacities and frameworks for climate change adaptation and disaster resilience” was designed to increase disaster resilience and adaptation to the negative effects of climate change, to protect the development gains as well as the communities most vulnerable to disasters. To this end, the project has aimed to strengthen the capacities of government institutions, civil society organizations and the public in disaster risk reduction and climate change adaptation programmes. To contribute to the above-mentioned achievements, the project focuses on thematic areas, in line with the Five-year Government's Plan (PQG), UNDAF³ 2017-2020 findings and UNDP's CPD. With the end of the project scheduled for 2022 and the start of a new UN Country Framework Program and UNDP Programme cycle, it is important to review and re-prioritize the key areas to be considered so that future investments are aligned to respond more effectively to Government priorities in the light of the new Law (No 10/2020) on Disaster Risk Reduction and Management and the creation of the National Institute for Disaster Risk Reduction and Management (INGD). Therefore, in this year of transition, the focus of the programme will be on 1) developing integrated and operational policy and regulatory frameworks that will effectively enhance communities' resilience to disasters and adaptation to climate change; 2) risk profiling that is informed by the assessment of the causes of risks - hazards, exposure and vulnerability. The assessment of risk factors, including climate risk assessments, will support the information system for disaster risk management to inform decision making based on risk information at national, provincial and district levels; 3) empowering government and communities to build disaster resilience 4) ensure that

¹ Extended to June 2022

² ‘Natural’ is used here to denote the type of hazards that trigger disasters.

³ United Nations Development Assistance Framework

capacities of government at all levels and communities are developed for effective emergency preparedness, recovery and resilience processes; and 5) communities in arid and semi-arid zones can adapt to climate change with enhanced or alternative livelihoods.

The 2022 Plan will focus on the following actions: (i) Institutional support to provide INGD with legal tools and instruments to ensure and strengthen its mandate in light of the new Law; (ii) development of an integrated and robust data management platform; (iii) Project Final evaluation.

II. PURPOSE OF THE EVALUATION

The purpose of this evaluation is to assess the overall performance against the project objective and outcomes to inform future Disaster Resilience programme interventions in Mozambique relating to both soft (policy and advocacy) and technical programming (implementation of policy through institutional support) at all levels. In this context, the evaluation will assess the impact of UNDP Mozambique's contribution to strengthening capacity for disaster resilience at all levels in Mozambique and document the factors that contributed to the achievement (or not) of related results with specific reference to the value added of UNDP Mozambique. The evaluation results and recommendations will be used by UNDP Mozambique as a basis for Disaster Resilience portfolio design and inform UNDP Mozambique policy regarding disaster resilience and climate change adaptation particularly with a view to the continued implementation of cooperation in this area under the new United Nations Sustainable Development Cooperation Framework (UNSDCF) 2022-2026.

An additional purpose of the evaluation is to draw lessons and identify good practices that can be replicated in future interventions.

III. SCOPE OF THE EVALUATION

In accordance with UNDP programme procedures, the Government of Mozambique and UNDP have agreed to undertake an evaluation of the Disaster Resilience project 2018-2022 to assess the project's implementation in Mozambique, in terms of its efficiency, effectiveness, appropriateness, relevance, impact and sustainability, translated into:

- assess the appropriateness of the design and choice of UNDP areas of response, based on its mandate and comparative advantage;
- assess progress towards achieving the stated programme outcomes and outputs, considering cross cutting-issues such as capacity development, institutional strengthening and gender;
- assess the impact of activities carried out under each of the programme components, especially with regards to developing capacities at central and decentralised level;
- assess the extent to which the programme components have contributed to the achievement of the UNDAF/CPD objectives and overall support to the operations of the UN system in Mozambique;
- assess the appropriateness of implementation arrangements, including but not limited to, organizational structure, managerial support and coordination mechanism used by UNDP to support the project/programme;
- document challenges encountered and linking to what needs to be done, how and by who, to make the project more responsive and better aligned to national development priorities while at

the same time making greater contribution to the UNDAF and ensuring sustainability of the programme;

- consider future potential synergies other than those being explored currently, for example, within the two UNDP portfolios, namely: Environment, Natural Resources, Climate and Resilience (ENRCCR) and Governance and Social cohesion;
- identify operational issues and bottlenecks in the implementation of the programme, implementation modalities and frameworks, and advise on any required change in terms of outputs, implementing partners, and allocation of resources and make recommendations;

IV. METHODOLOGY

It is proposed that a combination of methodological approaches be used to ensure that the most appropriate methods will be applied throughout the exercise. These approaches include, but are not limited to the following:

- Desk review of all the relevant documents including the UNDAF, CPD⁴, CPAP⁵, AWP⁶'s, Five-Year Government Plan (PQG), the 10-year master plan for Disaster Risk Reduction, the various Project Documents, field visits/monitoring reports, programme/project management meeting reports and other project and programme review meetings.
- Interviews with key informants and counterparts
- Analyses and synthesis of all relevant data and information and subsequent compilation of succinct report addressing the full range of scope of work outlined above

The evaluation team will be expected to clearly document and explain its justification for the choice of methodological approach (es) to be used in this process, including planned surveys and questionnaires. The team shall visit the provinces (Gaza and Nampula) and all project sites at district level as needed, interviewing project stakeholders and visiting project activities.

The methodology and the work schedule prepared by the team shall be discussed and agreed with the project staff and the Head of the Unit ENRCCR⁷ and the National counterpart (INGD) at the beginning of the mission before proceeding with the collection of data and interviews with the Project stakeholders.

Debrief and presentation of findings to UNDP and project stakeholders.

V. EXPERTISE REQUIRED

The evaluation will be conducted by a national consultant, who shall meet the following requirements and experience:

1. Mandatory Requirements

- Master's degree in Disaster Risk Management and or Environment/Climate Change Adaptation;
- 5 years of progressively working experience and proven analytical skills, especially in the areas of Disaster Risk Management and Reduction and / or adaptation to climate change.
- Extensive experience in implementation of donor funded projects;
- Experience in project evaluations (Experience with evaluation of DRR projects would be an advantage);

⁴ Country Programme Document (Mozambique)

⁵ Country Program Action Plan

⁶ Annual Work Plan

⁷ Environment, Natural Resources Management and Resilience

- Adequate experience in working in multi-cultural environments, with senior Government officials as well as civil society organizations;
- Fluent Portuguese, advanced skills of written and spoken English.

The evaluator must be independent from both the policy making process and the delivery and management of assistance.

2. Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards (human rights, tolerance, integrity, respect, and impartiality).
- Promotes the vision, mission, and strategic goals of UNDP.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Demonstrates experience in gender equality.
- Treats all people fairly without favouritism.
- Excellent analytical and organizational skills.
- Demonstrates substantial experience in gender equality. Actively promotes gender equality in all Project activities.

3. Functional Competencies:

- Maturity and confidence in dealing with senior and high-ranking members of international, regional and national institutions.
- Has ability to work both independently and in a team, and ability to deliver high quality work on tight timelines.
- Demonstrates professional competence and mastery of subject matter.
- Demonstrates transparency and provides feedback to all those who will contribute to the evaluation.
- Focuses on result for the client and responds positively to feedback.
- Strong interpersonal and written and oral communication skills with analytic capacity and ability to synthesize project outputs and relevant findings for the preparation of quality project reports.
- Consistently approaches work with energy and a positive, constructive attitude.

VI. DUTIES AND RESPONSIBILITIES

- Design the detailed scope and methodology (including the methods for data collection and analysis) for the report.
- Review documents.
- Data collection.
- Actively engage the project stakeholders and leads consultations and presentations of findings.
- Conduct an analysis of the outcome, outputs and partnership strategy (as per the scope of the review described above) for the report.

UNDP Mozambique will:

- Provide the consultant with all the necessary support (not under the consultant's control) to ensure that the consultant(s) undertake the study with reasonable efficiency.
- Appoint a focal point in the programme section to support the consultant(s) during the evaluation process.
- Collect comprehensive background documentation and inform partners and selected project counterparts.
- Support and identify key stakeholders to be interviewed as part of the evaluation.
- The programme staff members will be responsible for liaising with partners, logistical backstopping and providing relevant documentation and feedback to the consultants
- Organize inception meetings between the consultant, partners and stakeholders, including Government prior to the scheduled start of the evaluation assignment.
- UNDP, will organize all logistical arrangements, including field travel, as may be necessary.

VII. DELIVERABLES

The consultants will be expected to prepare and present the following set of deliverables within a total of 30 working days.

1. Evaluation Inception report. It should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators. It should explain the timeframe, methodologies, and planned interviewees, and it has to be agreed and approved by UNDP and government. **(5 days)**
2. **Evaluation debriefings.** Immediately following an evaluation, UNDP may ask for a preliminary debriefing and findings.
3. Draft Disaster Resilience Project evaluation report. The report shall analyse the areas presented in the present ToRs, evaluate and provide recommendations where necessary in order to improve the project's performance and efficiency. The two copies of the draft reports (English and Portuguese versions) shall be submitted ten (10) days before a presentation with UNDP, the Government Coordinating Authority and other stakeholders who have been part of the evaluation process. **(15 days)**
4. Evaluation report audit trail. The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period, as outlined in these guidelines. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
5. Final project evaluation report, which should include:
 - An assessment of the progress in achieving the project outcomes and outputs and their contributions to and associated impact on UNDAF outputs and outcomes and, importantly, national development and Disaster Resilience priorities;
 - Documentation of best practices and challenges encountered in the implementation of the Disaster Resilience project, including an assessment of the appropriateness of the project's implementation arrangements;

- An assessment of present and emerging national development and Disaster Resilience priorities and how the project can be better positioned to respond to these priorities.

6. UNDP will provide comments as stated in the table below:

Products	Submission	Review and approvals
Inception Report: work methodology, staffing, list of literature (requested documents), list of institutions / individuals to meet etc. Work plan, indicating the timetable for the tasks to be conducted and by whom.	Within 5 days from the start of the assignment.	3 days from the submission – to be approved by UNDP Mozambique and INGD
Draft report: including the elements stipulated per the ToRs.	Within 20 days from the start of the assignment	5 days from the submission of inception workshop – to be approved by INGD an UNDP Mozambique
Full final report, incorporating the inputs provided to the draft report from the main implementing partners.	Within 30 days from the start of the assignment	10 days from the submission of the draft report– to be approved by UNDP Mozambique and INGD

The report must be produced in line with UNDP evaluation report format and quality control checklist for its content, with an executive summary describing key findings and recommendations. The assessment will entail, *inter alia*:

1) A report containing (Hard copy, a soft copy in MS Word and Acrobat reader, Times New Roman, Size 12, Single Spacing):

- Executive summary
- Introduction, description of the evaluation methodology
- An analysis of key interactions (the outcome, substantive influences, UNDP's contribution and how UNDP works with other relevant actors) and associations between variables measuring the outcome,
- Key lessons learnt, highlighting key factors that might hamper the impact of CO programmes and projects and suggesting possible recommendations,
- Assumptions made during the evaluation and study limitations,
- Conclusions and recommendations
- Annexes: ToRs, field visits, people interviewed, documents reviewed, etc.

Evaluation Ethics This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'⁸. The consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The

⁸ UNEG, 'Ethical Guidelines for Evaluation', 2020. Access at: <http://www.unevaluation.org/document/detail/2866>

information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners

VIII. Duration of consultancy

The duration of the contract will be 30 working days including the preparation of the work-plan, collection of data, interviews, analysis, report drafting, feedback, editing and report finalisation, as per table below.

IX. SELECTION PROCESS

Presentation of Offer

- Duly accomplished Letter of Confirmation of Interest and Availability
- Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- Brief description of why the individual considers him/herself as the most suitable for the assignment, and a methodology on how they will approach and complete the assignment.
- Brief letter of presentation describing:
 - Why the individual considers him/herself as the most suitable. This should include a brief description of how the candidate meets all the mandatory requirements and how her/his experience meet the requirements for assignment.
 - The selection process will be based on the evaluation of both the Technical Criteria (70%) and the Financial Proposal (30%).
- Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs.

Criteria	Weight	Max. Point
1. <u>Technical criteria</u>	70%	70 points in total
1.1. <u>Education</u>	15 %	Total criteria
		15 points
Master's degree in Disaster Risk Management and or Environment/Climate Change Adaptation		15 points
1.2. <u>Experience</u>	35%	Total criteria
		35 points
5 years of progressively working experience and proven analytical skills, especially in the areas of Disaster Risk Management and Reduction and / or adaptation to climate change		15 points
Experience in project evaluations (Experience with evaluation of DRR projects would be an advantage)		15 points
Extensive experience in implementation of donor funded projects		5 points
1.3. <u>Language requirements</u>	5%	Total criteria

		5 points
Fluent Portuguese, advanced skills of written and spoken English		5 points
1.4. Technical proposal	15%	Total criteria
		15 points
Letter of Presentation		15 points
Financial	30 %	Total criteria
		30 points
Financial proposal		30

X. Payment schedule


Payment will be made in three instalments upon satisfactory completion of the following deliverables:

Installment Payment	of Deliverables	Target due date	Percentage of Payment
1 st instalment	upon submission of inception report	5	20 %
2 nd instalment	upon submission of draft report	15	40 %
3 rd instalment	upon submission of final report	30	40 %

TOR annexes

The evaluator will have access to all related project documentation (ProDoc, Annual Plans, Reports, Government and UNDP Strategic documents)

This TOR is certified by: Eunice Mucache

DocuSigned by:

 Signature: _____
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Designation: HoU ENRMCCR

Date of signing: 26-May-2022 _____

This TOR is approved by: Narjess Saidane

DocuSigned by:

 Signature: _____
 12DABF40E72F474...

Designation: Resident Representative

Date of Signing: 26-May-2022 _____