

# United Nations Development Programme



## TERMS OF REFERENCE

### Mid-Term Review Capacity for Disaster Reduction (CADRI) Joint Programme 2019-2023

<b>Location:</b>	Home-based with possible missions to Geneva and Rome
<b>Type of Contract:</b>	Consultancy Contract
<b>Languages Required:</b>	English <u>and</u> French or Spanish
<b>Starting Date – End date:</b>	15 November 2021-30 March 2022
<b>Number of days:</b>	40 working days

## I. BACKGROUND:

The main purpose of this consultancy is to review the implementation of the CADRI Partnership Joint Programme since its inception and derive recommendations for the future orientation of the Joint Programme as required.

In 2019, the CADRI Partners signed the CADRI Partnership Joint Programme committing the twenty partners organizations to jointly deliver capacity development services in disaster risk reduction (DRR) and climate change adaptation (CCA) in response to country demands over the period 2019-2023. The Joint Programme makes provisions for a mid-term review (MTR) as well as a final evaluation<sup>1</sup>. In view of the delays in implementation of the Joint Programme caused by the COVID-19 pandemic, the Board of Directors made the decision to initiate the MTR at the end of Financial Year 2021 to consider results achieved over the period 2019-2021.

The CADRI Joint Programme is the outcome of a consensus among CADRI Partners based on a series of regional and global consultations which served to develop the theory of change and articulate the services and tools required to achieve the proposed change. The CADRI Partners approved the M&E Plan for 2020-2023 which prioritized a set of performance indicators:

- Increased uptake of multi sectoral approach to DRR and CCA by government
- Increased public investment in gender responsive DRR/CCA by government and partners
- More inclusiveness of civil society and private sector in priority setting for DRR and CCA
- Uptake of capacity development recommendations by government
- Uptake of capacity development recommendations by UN Country Team
- Quality of CADRI country products (relevance and added value for Government and UNCT)
- Quality, usefulness, relevance of CADRI *global* capacity development tools

<sup>1</sup> The Monitoring and Evaluation (M&E) framework was developed in line with the results-based monitoring requirements of the United Nations Development Cooperation Office (UNDCO) guidelines.

- Uptake of CADRI services by CADRI Partners agencies at regional level

Since the inception of the CADRI Joint Programme in 2019, there have been significant changes in the operating environment for capacity development in disaster risk reduction and climate change adaptation. Firstly, the COVID-19 pandemic has shown the changing risk environment, and further emphasized the systemic and overlaying nature of risks that affect and threaten all sectors. Globalization has increased system interdependencies and the potential for cascading impact of sequential infrastructure failure between social, economic, financial and environment systems, but systemic risk can also be experienced at the local level (collapse of local eco-system services, interruption of local supply chains etc.). This requires transformational change in systems. Building capacities – the institutions, policies, regulations, mechanisms, processes, skills – to manage systemic risk is complex and the relevance of CADRI Partnership offer of services in this context must be at the center of the Mid term Review. Secondly in January 2019 the UN Reform has marked a landmark moment with the establishment of a new Resident Coordinator system, the emergence of a new generation of country teams, centered on a strategic UN Development Assistance Framework and new practices, guidelines and mechanisms for improved joint planning and greater collaboration across pillars. The relevance and adequacy of the delivery modalities of the CADRI Partnership must be reviewed in the context of the UN Reform.

## II. Expected outputs and deliverables

### 2.1 Purpose

The purpose of the MTR is to review the implementation of the CADRI Joint Programme since its inception in January 2019. It provides an opportunity to assess early signs of the Joint Programme's success or failure and propose the necessary adjustments needed to refocus the Joint Programme and better adapt its services to governments and UN Country Teams in view of evolving demand.

The MTR is meant to determine, as systematically and objectively as possible, the relevance, efficiency, effectiveness, impact, and sustainability of the expected Joint Programme outcomes. The review will assess the achievements so far of the Joint Programme against its stated outcomes, including **a re-examination of the validity of the Joint Programme design, Theory of Change, offer of services and delivery modality**. In particular, the MTR will assess results achieved to date in comparison with the performance indicators outlined in the CADRI Monitoring & Evaluation Framework. It will also identify significant factors that are facilitating or impeding the delivery of outcomes. It will also address the underlying causes and issues contributing to targets that are not being adequately achieved. The review is also expected to assess the effectiveness of implementation and partnership arrangements and make detailed recommendations for the remaining Joint Programme period.

### 2.2 Audience

The audience refers to the primary intended users of the findings and recommendations. The main audience is the CADRI Board of Directors who will be responsible to ensure implementation of the necessary changes and adjustments.

### 2.3 Scope

The scope of the MTR will cover all activities undertaken in the framework of the Joint Programme from 01 January 2019 until 31<sup>st</sup> December 2021. The Joint Programme became effective as of 1st of January 2019. In view of the delay in implementation of CADRI services at country level encountered during the COVID-19 pandemic in 2020, the MTR will cover the period 2019-2021.

The review will use the OECD Development Assistance Committee (DAC) international evaluation criteria of **Relevance, Effectiveness, Efficiency, Impact and Sustainability. Gender Equality and the Empowerment of women** will be taken into consideration throughout the review process. The MTR

will also consider the value added of the Joint Programme design approach over the period 2018, the review of the theory of change and the results and resource framework. The MTR will consider the implementation strategy, the adequacy of the implementation arrangements at global and regional level, the efficiency and effectiveness of the governance and management arrangements by all parties concerned; the effectiveness of monitoring and evaluation mechanisms, financial management; partnership strategy, risk identification and management system and communication. Based on the findings and emerging lessons on what works, the MTR will recommend clear areas of focus in future programming.

The focus of the MTR is different from the focus of the terminal evaluation. The terminal evaluation is important for CADRI Partners and financing partners to assess what was achieved for their investment. The MTR is important to derive concrete and actionable recommendations to enhance and adapt the service offer, implementation modalities and management and governance arrangements to deliver on the agreed joint programme outcomes.

## 2.4 Methodology for the Mid-Term Review

An MTR Evaluation Matrix shall be developed by the consultant and discussed with CADRI PAG CO Chairs for approval. The matrix should include key evaluation questions, evaluation sub-questions, indicators, sources of information and methodology. The consultant should propose the methodology to be used to carry out the review based on the above-mentioned OECD DAC criteria. The proposed methodology should address sufficiently the preliminary issues and questions outlined within the ToR, specifying the specific review issues, questions, methods of data collection and analysis that will be undertaken. It should encompass a combination of both qualitative and quantitative methods.

The MTR methodology should allow for wide consultation with interested partners and stakeholders, in particular the five executive partner agencies, selected advisory partners such as UNDRR and ODI, and selected UN Resident Coordinators.

The MTR will consist of:

- a) Documents review including:
  - Joint Programme document and workshop reports;
  - The Pooled Fund Financing Agreement;
  - Annual work plans and budgets;
  - Monitoring & Evaluation Plan;
  - Annual reports;
  - Board and PAG minutes;
  - Deliverables such as toolkits, operational manuals, etc.
  - Communications products
  - Country outputs (capacity diagnosis reports, UN programming frameworks)

- b) Field visits or virtual consultations with countries

Appropriate questionnaires shall be developed by the consultant using and expanding the “CADRI Country Impact Study” template as a guidance, and discussed with the five executive agencies, UNDRR and ODI. Key informants will be drawn from the CADRI agencies participating in the CADRI regional facilitation mechanisms, UN Resident Coordinators, UNCT Agencies (especially from the CADRI Executive Partners), as well as Government requesting and coordinating entities for CADRI country engagement (Disaster Management Office / Ministry of Planning).

It is proposed that the MTR involves **evaluation experts** from the CADRI Executive Partner agencies and UNDRR, in the development of the methodology and interviews, when relevant. The organization of the interviews will be organized by the consultant with support from the CADRI regional facilitators. The consultant will be responsible to define the approach and methodology, manage the interviews,

do the analytical desk review of documents, produce the first draft for the review of the PAG co-chairs and integrate their comments into the final report, as required. The consultant will be expected to present the main findings and recommendations to the CADRI PAG and CADRI Board of Directors.

### III. Expected outputs:

- Mid-Term Review methodology to be used in the review – by 30<sup>th</sup> November 2021
- A complete work plan for the MTR period Jan-March – by 30<sup>th</sup> November 2021
- A provisional schedule of interviews for January-February 2022 – by 30<sup>th</sup> November 2021
- Draft report by 15<sup>th</sup> February 2022 to be presented and discussed with key stakeholders including the PAG Co Chairs, the CADRI expanded Secretariat. Inputs from these discussions will be incorporated into the final report.
- Final Report submitted within two weeks of receiving comments on the draft report. This report will be the detailed mid-term review report covering items outlined in the scope of this TOR with special attention to main findings and actionable recommendations.

	<b>Deliverables for Mid Term Review</b>	<b>Timeline</b>
1.	Mid-Term Review methodology, team roles, work plan for Jan-March 2022, provisional schedule of interviews with different country stakeholders	By 30 November 2021
2.	Draft Mid Term Review report & PPT presenting preliminary findings and recommendations	By 15 <sup>th</sup> February 2022
3.	Final Mid-term Review report & PPT presenting findings and recommendations	By 10 March 2022
4.	Delivery of PPT to the CADRI PAG & Board of Directors	

### V. Management Arrangements:

The assignment will be implemented under an LTA Consultancy arrangement with clearly identified work plan, tasks, responsibilities and deliverables to be achieved by 28 February 2024. It will be carried out in regular consultation with the CADRI PAG Co Chairs.

### VI. Travel:

The assignment may entail travel, notably to Geneva and Rome. Depending on the need, any travel outside the regular place of stay (home/office) by the consultant, if required, would be paid for separately by the CADRI Joint Programme and should not be included in the consultant's fees.

### VII. Qualifications and Competencies

The consultant will have the following combined competencies and experience:

- At least 15 years of proven expertise in the area of Disaster Risk Reduction and Climate Change Adaptation in projects of a similar nature and scope;
- Proven experience in conducting mid-term reviews or end of project evaluations for multilateral / bilateral development cooperation agencies, including experience in evaluation report writing.
- Expertise and experience in designing evaluation methodology and data collection tools and proven experience in leading similar reviews/evaluations.

## VIII. Education

- Minimum of a Masters' degree or equivalent in disaster risk reduction, climate change adaptation or related fields such as, Environmental Economics, Natural Resources Economics, environmental science

## IX. Languages:

- Fluency in English, both oral and written is required.
- Working knowledge of other official UN languages (preferably French or Spanish).

## X. Recommended Presentation of Offer

The following must be submitted:

- Company portfolio of similar relevant assignments
- Financial Proposal covering this assignment

### **Technical Proposal (70%)**

- ☐ Expertise of the Firm 25 %
- ☐ Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan 25%
- ☐ Management Structure and Qualification of Key Personnel 20%

### **Financial Proposal (30%)**

To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.

The contract shall be awarded to the Proposer who shall obtain the highest cumulative score for the Technical and Financial Proposal.

## **This TOR is approved by:**

This certifies the appropriateness of the functions to the IPSA contractual modality.

Signature Ronald Jackson  
14-oct-2021

Name and Designation Ronald Jackson, Head, Disaster Risk Reduction & Recovery for Building Resilience, CB UNDP