



Terms of Reference for ICs and RLAs through /GPN Express

Services/Work Description: The Consultant is expected to identify 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 consultant through the evaluation will also seek to identify key lessons learned and best practices.

Project/Programme Title: UNDP Future Tourism Project: Rethinking Tourism and MSMEs in times of COVID-19

Consultancy Title: Project Evaluator

Duty Station: Remote work

Duration: 1.5 months

Expected start date: 20 April 2022

1. BACKGROUND

The "[FUT-Tourism: Rethinking Tourism and MSMEs in times of COVID-19](#)" project was established by the United Nations Development Programme (UNDP) in Barbados and the Eastern Caribbean in January 2021, to revamp the tourism sector through regional dialogues and policy solutions, and technical and financial assistance for Micro, Small, and Medium Enterprises (MSMEs) within the sector. The following 10 countries and territories in the Eastern Caribbean are being targeted: Anguilla, Antigua and Barbuda, Barbados, the British Virgin Islands, Dominica, Grenada, Montserrat, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines.

The project, which spans from January 2021 to June 2022, aims to technically and financially support MSMEs that are directly or indirectly linked to the tourism sector and have been significantly impacted by the COVID-19 pandemic. With gender equality and empowerment of women at its core, the project seeks to promote economic diversification, job creation and resilience with the "[Blue Economy for Green Islands](#)" approach in the tourism sector thereby boosting recovery and supporting the digitally enabled transformation of the business processes and value chains of MSMEs.

Project Outputs

- **Output 1:** Regional dialogues and policy solutions for the tourism sector enhanced through sub-regional and national diagnostics using consultative and participatory approaches:
 - Output 1.1: This output will create regional dialogues bringing together governments, regional organisations, big tour operators and anchor companies with MSMEs and other relevant stakeholders.
 - Output 1.2: Building on 1.1, this output seeks to develop or enhance country-specific diagnostics in at least 5 countries or territories, and one sub-regional analysis for the Eastern Caribbean. Consultations will provide data and compile information on the current situation, existing policies, ongoing efforts, needs, trends, scenarios and opportunities that could have a catalytic impact on the sector.
- **Output 2:** Technical support for MSME retooling and access to markets within tourism value chains: Focuses on the development of environmentally sustainable value chains with an inclusive business approach where MSMEs, women-owned businesses, producers' associations and cooperatives that

operate either as suppliers, manufacturers, distributors and/or commercial channels receive the support required to adapt to the new market conditions.

- **Output 3:** Financial assistance for the economic recovery of MSMEs affected by the impact of COVID-19: The project will provide grants to MSMEs to facilitate strategic investments and to further support resilience recovery from the impact of COVID-19. This may include investments to repurpose production facilities to manufacture high demand goods and services related to the tourism industry and/or transition from an in-person, physical interaction business model to a virtual and online one.

In this context, UNDP is seeking to engage an IC to conduct a final project evaluation to identify the key lessons learned and project best practices.

Seek **Annex 1** for further project details, **Annex 6 and 7** for the Results Project Framework and Theory of Change.

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK

The Consultant will identify 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 as well as offer concrete recommendations for the both the Implementing Partners and UNDP.

Evaluation Criteria

Using [the UNDP Quality Standards for Programming](#) as a guide, the below evaluation criteria will be used to assess that the project is:

- **Strategic** - Programming priorities and results contribute to the Sustainable Development Goals (SDGs), are consistent with the UNDP Strategic Plan and are aligned with United Nations Sustainable Development Cooperation Framework ('Cooperation Framework'). Programmes and projects are based on clear analysis backed by evidence and theories of change. The latter justify why the defined approach is most appropriate and will most likely achieve, or contribute to, desired development results along with partner contributions. The role of UNDP vis-à-vis partners is deliberately considered. New opportunities and changes in the development context are regularly reassessed, with any relevant adjustments made as appropriate.
- **Relevant** - Programming objectives and results are consistent with national needs and priorities, as well as with feedback obtained through engaging excluded and/or marginalized groups as relevant. Programming strategies consider interconnections between development challenges and results. A gender analysis is integrated to fully consider the different needs, roles, and access to/control over resources of women and men; appropriate measures are taken to address these when relevant. Programmes and projects regularly capture, and review knowledge and lessons learned to inform design, adapt and change plans and actions as appropriate, and plan for scaling up.
- **Principled** - All programming applies the core principles of Leave No One Behind, Human Rights, Gender Equality and Women's Empowerment, Sustainability and Resilience and Accountability. Social and environmental sustainability are systematically integrated. Potential harm to people and the environment is avoided wherever possible, and otherwise minimized, mitigated and managed.
- **Managed and Monitored** - Outcomes and outputs are defined at an appropriate level, are consistent with the theory of change, and have SMART, results-oriented indicators, with specified baselines and targets, and identified data sources. Gender-responsive, sex-disaggregated indicators are used when appropriate. Relevant indicators from the Strategic Plan's Integrated Results and Resources Framework

(IRRF) have been adopted in the programme or project results framework. Comprehensive, costed monitoring and evaluation plans are in place and implemented to support evidence-based management, monitoring and evaluation. Risks, in terms of both threats and opportunities, are identified with appropriate plans and actions taken to manage them. Governance of programmes and projects is defined with clear roles and responsibilities and provides active and regular oversight to inform decision-making.

- **Efficient** - Programming budgets are justifiable and valid, and programming design and implementation includes measures to ensure efficient use of resources. The size and scope of programmes and projects are consistent with resources available and resource mobilization efforts. Plans include consideration of scaling up and links with other relevant initiatives to achieve greater impact. Procurement planning is done early and regularly reviewed. Monitoring and management include analysis of and actions to improve efficiency in delivering desired outputs with the required quality and timeliness, such as country office support to national implementation modalities.
- **Effective** - Programming design and implementation are informed by relevant knowledge, evaluation and lessons learned to develop strategy and inform course corrections. Targeted groups are systematically identified and engaged, prioritizing the marginalized and excluded. Results consistently respond to gender analysis and are accurately rated by the gender marker. Managers use monitoring data for making decisions that maximize achievement of desired results. South-South and triangular cooperation are used, when relevant, and captured in the results framework. Required implementing partner assessments have been conducted, and the implementation modality is consistent with the results.
- **Sustainable and Has National Ownership** - Programming is accomplished in consultation with relevant stakeholders and national partners, who are engaged throughout the programming cycle in decision-making, implementation, and monitoring. Programming includes assessing and strengthening the capacity and sustainability of national institutions. A strategy for use of national systems is defined and implemented, if relevant. Monitoring includes use of relevant national data sources, where possible. Sustainability of results is accomplished through tracking capacity indicators and implementing transition and scale-up plans.

The full evaluation matrix and sample questions are available in **Annex 2**.

Methodology

The methodology used for this final evaluation is based on the UNDP evaluation methodology as defined in the [UNDP Evaluation Guidelines](#) and described in [the UNDP Guide to Planning, Monitoring and Evaluation for Development Results](#). The suggested approach to conduct the work is as follows

- **Desk review:** Review of activity and performance reports as well as available analyses. Evaluators will review all relevant sources of information, such as the project document, progress reports, project board meetings reports and any other documents they deem useful for this evidence-based assessment. All needed documentation can be obtained directly from the Project Coordinator.
- **Consultations with project contacts from across Barbados and the Eastern Caribbean countries via online mediums.** Consultations should include those key stakeholders mentioned below as a minimum:
 - Project Team
 - UWI Open Campus and Frankfurt School representatives
 - High level officials from Ministries of Tourism and Ministries of Finance/Development
 - Government representatives from investment promotion agency in Antigua & Barbuda

- Government oversight representatives
- Select beneficiaries who received grants to support their business operations (MSMEs)

A full list of key stakeholders including relevant contact information will be provided post contract award.

- The evaluator is expected to frame the evaluation effort using the criteria of **strategic, relevance, principled, management and monitoring, efficient, effective, sustainability and national ownership**

Ratings Scale and Recommendations Table

The final evaluation report should contain a rating for each of the areas assessed using the scale immediately below.

Code	Rubric for assigning rating to Effectiveness Efficiency, Impact, Managed and Monitored, Principled, Relevance		Value
HS	Highly satisfactory	The standard was fully met and there were no shortcomings	6
S	Satisfactory	The standard was fully met and there were minor shortcomings	5
MS	Mostly satisfactory	The standard was partially met with some shortcomings	4
MU	Mostly unsatisfactory	There were significant shortcomings in the standard	3
U	Unsatisfactory	There were major shortcomings in the standard	2
HU	Highly unsatisfactory	There were severe shortcomings in the standard	1
N/A	Not Applicable	Not Applicable	unscored
Code	Rubric for assigning rating to Sustainability		Value
L	Highly satisfactory	The standard was fully met and there were no shortcomings	4
ML	Satisfactory	The standard was fully met and there were minor shortcomings	3
MU	Mostly satisfactory	The standard was partially met with some shortcomings	2
U	Mostly unsatisfactory	There were significant shortcomings in the standard	1
U v/A	Not Applicable	Not Applicable	unscored

Recommendations must also be included in the report based on the recommendations table below

Rec #	TE Recommendations	Entity Responsible	Time Frame
A	Category 1		
A.1	Key recommendation		
A.2			
B	Category 2		
B.1	Key recommendation		
B.2			
C	Category 3		
C.1	Key recommendation		
C.2			

Recommendations Table

EVALUATION PRODUCTS (DELIVERABLES)

Inception Report (5 to 10 pages)

The consultant will present the context of the mission, the methodology of conducting the mission, the methodology of data collection and analysis, the chronogram of conduct of the mission. This report should contain a detailed workplan, including a revised schedule of key milestones, deliverables and responsibilities, including the evaluation phases (data collection, data analysis and reporting); an evaluation schedule, an evaluation matrix (see **Annex 2**) that sets out, for each evaluation criterion, the questions, and sub-questions to which the evaluation will provide an answer based on it, but not limited to the descriptions defined in the scope of the evaluation. The evaluation matrix should specify for each question, the data to be collected that will inform it as well as the methods to be followed for the collection of this information. A sample inception report outline is shown in **Annex 3**.

Presentation of preliminary findings to MCO counterparts and key stakeholders

The consultant should prepare a presentation with preliminary findings to key stakeholders and MCO counterparts prior to preparing the draft evaluation report on initial findings. This will allow for any needed interventions prior to the submission of the draft report.

Draft Evaluation Report (Approximately 20 to 40 pages including executive summary)

Report should identify the key findings based on the methodology and guiding questions identified above. The consultant is expected to include concrete recommendations out of the findings of their evaluation for the IP and/or UNDP to institute upon their agreement. The format for the draft and final reports is shown as **Annex 4**. Each paragraph in the draft **and** final reports is to be numbered. The draft evaluation report will be reviewed by UNDP and key partners as well as country focal points during the period.

Final evaluation report and Audit Trail (Approximately 20 to 40 pages including executive summary)

The final Evaluation report must be an updated version based on comments and suggestions by UNDP and key counterparts emanating from the draft report. It is expected that the final evaluation report would be shared with UNDP electronically.

The reports shall be written and structured in English 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 paragraphs and pages. All images should also be compressed.

All evaluation products need to address gender, disability, and human rights issues.

Evaluation Review Process

Comments, questions, suggestions, and requests for clarification on the evaluation draft should be provided in an evaluation “audit trail” document (**template provided in Annex 5**) with the evaluator or evaluation team replying to the comments through this document. If there is disagreement in findings, these should be documented through the evaluation audit trail and efforts made to come to an agreement. Please note that the evaluation audit trail is not part of the evaluation report and is not a public document but is part of the process for completion of the evaluation report.

Evaluation Ethics¹

¹ [Detail of UNEG Code of Conduct for Evaluation in the UN system \(unevaluation.org\)](http://unevaluation.org)

This evaluation will be conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluation'](#). 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 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.

Evaluation consultants will be held to the highest ethical standards. UNDP requests that evaluators read carefully, understand and sign the '[Code of Conduct for Evaluators in the United Nations system](#)', which may be made available as an attachment to the evaluation report. Follow this link:

<http://www.unevaluation.org/document/detail/100>

It is also required to sign a pledge of ethical conduct upon acceptance of the assignment. The Pledge can be downloaded from <http://www.unevaluation.org/document/download/3683>.

3. Expected Outputs and deliverables

No.	Deliverable/Output	Proposed Completion Deadline	Percentage Payment
1	Deliverable 1: Inception Report	Two (2) weeks after signature of the contract	10%
2	Deliverable 2: Presentation of preliminary findings to UNDP counterparts and key stakeholders	Four (4) weeks after signature of the contract	20%
3	Deliverable 3: Draft Evaluation report	Six (6) weeks after signature of the contract	20%
4	Deliverable 3: -Final Evaluation Report. Delivery of an audit trail detailing how questions, clarifications and questions have been addressed from the draft report, this should be a separate document and not	Seven (7) weeks after signature of the contract	50%

		included in the final report.			
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4. Institutional arrangements/reporting lines

The project will be directly implemented by UNDP Barbados and the Eastern Caribbean Multi-Country Office. UNDP will apply the principle of Quality Management, by streamlining all internal working procedures, organizational structures and establishing standardized feedback and improvement mechanisms.

The consultant will report directly to the Monitoring and Evaluation Specialist, in collaboration with the Head of Cluster Prevention Recovery and Resilience and ultimately to the UNDP Deputy Resident representative if required.

5. Experience and qualifications

- i. Years of experience:
- At least four (4) years of documented experience in monitoring and evaluating projects and programmes, utilizing participatory approaches.
- ii. Competencies:
- At least three (3) years of documented experience in tourism development, sustainable development or related field within the Caribbean or Small Island Developing States (SIDS)
 - Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods to projects and/or programmes
 - Knowledge of UNDP Barbados and the Eastern Caribbean participating states context, specifically [beneficiary countries] and institutional frameworks for addressing disaster risk reduction
 - Good presentation, interpersonal and communication skills
 - Ability to meet deadlines and prioritise multiple tasks
 - Excellent report writing and editing skills
 - Excellent working knowledge (written and oral) of English is required
 - Plans and produces quality results to meet established goals; responds positively to critical feedback and differing points of view
 - Previous experience evaluating UNDP or UN system projects will be an asset.
- iii. Academic Qualifications:
- Minimum of Bachelor’s degree in Project Management, Monitoring and Evaluation, Sustainable Development or related field.

6. Payment Modality

Payment to the individual contractor will be made based on the actual number of days worked, deliverables accepted and upon certification of satisfactory completion by the manager. A tentative schedule is shown below for the period but will be adjusted if needed in consultation with the selected candidate

No.	Deliverable/Output	Estimated # of working days	Proposed Completion Deadline	Percentage Payment
1	Deliverable 1 Inception Report	10	Two (2) weeks after signature of the contract	10%
2	Deliverable 2: Presentation of preliminary findings to UNDP counterparts and key stakeholders	10	Four (4) weeks after signature of the contract	20%
3	Deliverable 3: Draft Evaluation report	10	Six (6) weeks after signature of the contract	20%
4	Deliverable 3: Final Evaluation Report and Delivery of an audit trail detailing how questions, clarifications and questions have been addressed from the draft report, this should be a separate document and not included in the final report.	5	Seven (7) weeks after signature of the contract	50%
4	Total	35 days		100%

**Annex 1
Project Details**

Project Title	UNDP Future Tourism Project: Rethinking Tourism and MSMEs in times of COVID-19
Output #	00125263 & 00138337
Beneficiary Countries	Anguilla, Antigua and Barbuda, the British Virgin Islands, the Commonwealth of Dominica, Grenada, Montserrat, Saint Kitts and Nevis, Saint Lucia and Saint Vincent and the Grenadines.
Region	Caribbean
Date Project document signed	8 November 2021
Project Start Date	1 February 2021
Project End Date	30 June 2022
Project Budget	USD 1,883,399
Project Expenditure at time of Evaluation	USD 1,459,399
Donor	UN Development Fund Caribbean Development Bank
Implementing Partner	UNDP



Annex 2
Evaluation Matrix
(Attached as a separate document)

Sample questions have been included in the matrix however, the evaluator is free to include additional questions as needed.

Annex 3

Possible Inception Report Outline

This inception report outline is to serve as a guide for the preparation of a comprehensive inception report

1. **Background and context**, illustrating the understanding of the project/ outcome to be evaluated.
2. **Evaluation objective, purpose and scope**. A clear statement of the objectives of the evaluation and the main aspects or elements of the initiative to be examined.
3. **Evaluation criteria and questions**. The evaluation criteria to be used to assess performance and rationale. The stakeholders to be met and interview questions should be included and agreed, as well as a proposed schedule for field visits, if applicable.
4. **Evaluability analysis**. Illustrates the evaluability analysis based on formal (clear outputs, indicators, baselines, data) and substantive (identification of problem addressed, theory of change, results framework) approaches, and the implications for the proposed methodology.
5. **Cross-cutting issues**. Provide details of how cross-cutting issues will be evaluated, considered, and analysed throughout the evaluation. The description should specify how methods for data collection and analysis will integrate gender considerations, ensure that data collected is disaggregated by sex and other relevant categories, and employ a diverse range of data sources and processes to ensure the inclusion of diverse stakeholders, including the most vulnerable where appropriate.
6. **Evaluation approach and methodology**, highlighting the conceptual models to be adopted, and describing the data collection methods, sources, and analytical approaches to be employed, including the rationale for their selection (how they will inform the evaluation) and their limitations; data-collection tools, instruments, and protocols; and discussing their reliability and validity for the evaluation and the sampling plan.
7. **Evaluation matrix**, identifying the key evaluation questions and how they will be answered through the selected methods.
8. A revised **schedule of key milestones**, deliverables, and responsibilities, including the evaluation phases (data collection, data analysis and reporting).
9. Detailed **resource requirements**, tied to evaluation activities and deliverables detailed in the workplan. Include specific assistance required from UNDP, such as providing arrangements for visiting particular field offices or sites, if applicable
10. **Outline of the draft/ final report** as detailed in the guidelines, and ensuring quality and usability (outlined below). The agreed report outline should meet the quality standards outlined in these guidelines and the quality assessment requirements outlined in section 6



Annex 4

This evaluation report template is intended to serve as a guide for preparing meaningful, useful and credible evaluation reports that meet quality standards. It does not prescribe a definitive section-by section format that all evaluation reports should follow. Rather, it suggests the content that should be included in a quality evaluation report.

Possible headings to Include

1. **Table of Contents**
2. **Acronyms and Abbreviations**
3. **Executive Summary**
4. **Introduction**
5. **Description of the Intervention**
6. **Evaluation scope and objectives**
7. **Evaluation approach and methods**
8. **Data Analysis**
9. **Findings**
10. **Conclusions**
11. **Recommendations**
12. **Lessons Learnt**
13. **Annexes**



Annex 5
Audit Trail Form Template

Chapter and section number	Paragraph number/line number	Comments	Evaluation Team responses and/or actions taken

**Annex 6
Results Framework**

Expected Outputs	Indicators	Baseline	Milestone/ Targets
Output 1 National and sub regional diagnostics of tourism sector, identification of policy-level solutions and stakeholders' dialogue	1.1 Number of programmes approved by government for implementation to enable immediate pivot and adaptation for transforming the tourism industry UNDP will be the responsible party and results will be verified by the number of published documents that are available to government	0	4
Output 2 Technical support for MSME retooling and access to markets within tourism value chains	2.1 Number of MSMEs that have digitized at least one key business process related to information management, logistics, inventory management or other UNDP will be the responsible party and results will be verified through newspaper articles and government reports	0	34
	2.2 Percentage of targeted persons demonstrating new skills to allow access to markets within tourism value chains disaggregated by sex UNDP will be the responsible party and results will be verified by the number of persons re-skilled. UNDP will be the responsible party and results will be verified through newspaper articles and government reports	0	65, 32.5, 32.5
	2.3 Percentage of targeted firms that have been digitized by end-of-project (Digitization may include online promotion, online delivery services, online payments and others) UNDP will be the responsible party and results will be verified through newspaper articles and government reports	0	60
Output 3. Financial support for the economic recovery of MSMEs in response to the gendered impact of COVID-19	3.1 Number of businesses receiving direct cashflow support based on Business Improvement Plans submitted, disaggregated by size and ownership disaggregated by business type and ownership	32	80 (40 micro/sole proprietorship s,40 women - owned /operated)
	3.2 Percentage of women businesses reporting improved financial recovery and livelihoods.	0	60

**Annex 7
Theory of Change**





Annex 8

Documents to be reviewed and consulted.

PROJECT DOCUMENTS

- Final UNDP Project Document (PRODOC) with all annexes
- Approved Project Proposals

PROJECT MONITORING DOCUMENTS

- The Project monitoring and evaluation (M&E) plan with associated budget (only need to share if this is different from that in the PRODOC)
- Annual and Quarterly Progress Reports
- Minutes of all Project Board/Steering Committee Meetings
- Minutes of UNDP Project Appraisal Committee meeting

FINANCIAL DOCUMENTS

- Approved Annual Work Plan Budgets
- All Audit reports and Spot Checks & Management Responses to these

PROJECT OUTPUTS

- All technical deliverables/reports (other than PA management plans) paid for with project funds
- PA Management Plans developed with project support
- Comprehensive list of consultancies and reports/plans prepared with project support

CONTRACTS, INFRASTRUCTURE, EQUIPMENT

- All TORs
- List of PB/PSC members

TRAININGS

- Training agendas and participant lists (including gender breakdown summary for each training) and any impact-assessment that may have been conducted regarding trainings

KNOWLEDGE SHARING MATERIALS

- Communications materials produced with project support (brochures, posters, booklets, videos, etc.)

RELEVANT INITIATIVES & PARTNER AGREEMENTS

- All partner agreements (LOAs, MOUs, etc.)
- All final progress and financial reports submitted by those entities who have had LOAs or other contracts with the project.

OTHER

- Project Exit/Sustainability Strategy (if one has been developed)
- UNDAF for the country
- Who's Who in the Project