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Services/Work Description: Mid-term Evaluation for the EnGenDER Project

Project/Programme Title: Enabling Gender-Responsive Disaster Recovery, Climate and Environment Resilience in the Caribbean (EnGenDER)

Consultancy Title: International Individual Consultant

Duty Station: Barbados

Duration: October – December 2021

Expected start date: 20th October 2021

1. BACKGROUND

I. BACKGROUND AND CONTEXT

The physical impacts of climate change and natural hazards are being seen to compound pervasive structural inequalities and socioeconomic vulnerabilities since gender equality and human rights are given insufficient consideration required in climate change mitigation and adaptation, and in disaster risk, recovery and response. While this is a general pattern where women and girls face a disparity in terms of (amongst other things) access to economic participation, nuances exist in each country in the needs and vulnerabilities of women, men, girls and boys, which warrant more detailed investigation and articulation. Women and men typically respond and react differently at various stages of disaster and recovery; and the groups with the least knowledge and capacity to take short-term measures to limit impacts from climate-related disasters are often the most affected. Through the funding support provided by the Global Affairs Canada and the UK Government, the Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean (EnGenDER) project, seeks to further integrate gender equality and human-rights based approaches into disaster risk reduction (DRR), climate change (CC) adaptation and mitigation, environmental management frameworks and interventions.

The United Nations Development Programme (UNDP) along with the two donor governments concluded an agreement to implement this regional initiative in April 2019 with the official launch occurring in September 2019. In an effort to support the initiative's theory of change, the logical framework for the project focuses on two main Intermediate Outcomes and three Immediate Outcomes:

INTERMEDIATE OUTCOME 1100: Enhanced practices of relevant actors for the sustainable implementation of gender-responsive climate change action and disaster recovery

Immediate Outcome 1110: Improved national capacity for gender-responsive climate change planning and implementation among state and non-state actors in the target countries

Immediate Outcome 1120 Improved integrated recovery planning and frameworks at the national and regional levels for gender-responsive and resilient disaster recovery by key vulnerable groups

INTERMEDIATE OUTCOME 1200: Improved governance by relevant actors for gender-responsive climate and risk resilience planning and decision-making in 9 Caribbean countries

Immediate Outcome 1210 Increased application of gender-responsive and rights-based approaches by national CC and DRR decision making bodies

Subsequent to the project launch in September 2019, the project has consistently worked on implementing activities under the above Outcomes and related outputs across the nine project countries (Antigua and Barbuda, Belize, the Commonwealth of Dominica, Grenada, the Republic of Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines, and the Republic of Suriname.). The project is implemented directly by United Nations Development Programme (UNDP) with support from three implementing partners – UN Women, Caribbean Disaster Emergency Management Agency (CDEMA) and the World Food Programme (WFP). The UNDP Barbados Multi-country Office serves as lead office for the project, where the Project Management Unit (PMU) therefore sits. The UNDP other country offices in the region, namely Belize, Guyana, Jamaica and Suriname are responsible for implementing agreed activities in their respective countries.

As the project reaches its mid-point in its implementation and as outlined in the Project document, a mid-term evaluation of the project has been scheduled to ascertain the project’s progress towards its intended goals.

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

EVALUATION PURPOSE

The evaluation is being conducted as agreed in the project document and in accordance with the UNDP’s Strategic Plan, and UNDP’s Evaluation Policy, which sets out a number of guiding principles, norms and criteria for evaluation in the organization. Amongst the norms that the Policy seeks to uphold, the most important are that the evaluation exercise should be independent, impartial and of appropriate quality, but also that it should be intentional and designed with utility in mind. The evaluation should generate relevant and useful information to support evidence-based decision making. Further, as per the project document of EnGenDER, a Mid-term Evaluation by an independent evaluator should be conducted so as

to assess progress towards achieving the EnGenDER identified outcomes and the extent to which interventions/activities completed and planned have been and will contribute to these project outcomes. The evaluation will also identify any changes that may be needed to achieve the stated outcomes.

Under the direction of the Monitoring and Evaluation (M&E) Analyst for the EnGenDER Project, the evaluator is expected to conduct a mid-term evaluation and prepare an evaluation report which should outline the progress the project has made toward achieving the intended project outcomes. The assessment should focus on criteria such as relevance, efficiency, effectiveness and impact. Recommendations on how EnGenDER and UNDP (and its implementing partners) could better align/improve the current interventions, structure and processes in order to achieve intended outcomes should also be included in this evaluation.

III. EVALUATION SCOPE AND OBJECTIVES

The evaluator will review all outcomes, project activities (past, current and planned) to assess the alignment of these interventions with intended outcomes as well as to assess how management structure (capacity), and work processes affect the achievement of these outcomes. The evaluation will directly assess the achievements of the project against its key objectives, as set out in the project document and revised results framework. It will also identify factors that have facilitated or impeded the achievement of the objectives. Pertinent issues such as management arrangements, procurement and financial procedures, timeliness of interventions, selection of beneficiaries, incorporation of innovative solutions and prospects for sustainability should also be included in the analysis. Additionally, the project's implementation in the context of COVID and its response to it should also be considered.

More specifically, the midterm evaluation will seek to:

- Review the status of the outcomes and the key factors that affect (both positive and negative) to the outcomes;
- Review and assess the project's partnerships with stakeholders – implementing partners, governments, civil society, other international organisations and provide recommendations for how these partnerships can be strengthened;
- Review and assess the project's interventions as it relates to the Project Document and Quality Assurance Assessment; UNDP Barbados and OECS Evaluation Plan; UNDP Strategic Plan; UNDP Gender Strategy and the UNDP Youth Strategy and provide recommendations for the future direction interventions/activities which can better enable the project to contribute to the achievement of the stated outcomes in these strategy documents. (In cases where interventions

have already commenced, provide recommendations on any amendments that may be necessary);

- Review current Monitoring Tools, Reporting templates and roles and provide recommendations for better alignment if necessary;
- Assess how the project has targeted and met (will meet) current beneficiary needs (as dictated by project document and updated Results Framework) and as disaggregated as recommended
- Identify any amendments in process, activities and reporting necessary and provide recommendations on best practices;

IV. EVALUATION CRITERIA AND KEY QUESTIONS

The following key evaluation criteria should be utilized and applied with specifics to the project:

1. **Relevance:** concerns the extent to which the project and its intended outputs are consistent with national and local policies and priorities and the needs of intended beneficiaries. Relevance also considers the extent to which the project is responsive to UNDP corporate plan and human development priorities of empowerment and gender equality issues
 - a. To what extent is the project in line with UNDP's mandate, the Sustainable Development Goals, national priorities and the requirements of targeted women and men?
 - b. How has the project been contributing to its expected outcomes?
 - c. How has the gender questions been taken into account in the project?
 - d. How has the project contributed to the priorities of UNDP?
 - e. Has the project been relevant to the needs of target beneficiaries?
 - f. Is there a clear and logical consistency between, inputs, activities, outputs and progress towards achievement of objectives (quality, quantity and time-frame)?
 - g. Has the project been relevant to the country's national policies and plans?
 - h. How have counterparts been appropriately involved in the implementation of activities?
 - i. Is the local ownership of the project ensured? Of the Government, counterparts and at the level of beneficiaries?
2. **Effectiveness:** is a measure of the extent to which the project's intended results (outputs or outcomes) have been achieved or the extent to which progress toward outputs or outcomes has been achieved.
 - a. Has there been progress towards achieving the outcomes, outputs, milestones and targets?

- b. Has there been any progress toward the impact?
 - c. What factors have been contributing to achieving or not achieving intended outputs and outcomes?
 - d. 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 outcomes?
 - e. To what extent are the current and planned results benefitting beneficiaries as intended?
 - f. To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives?
 - g. In which areas is the project having the greatest progress? Why and what have been the supporting factors? How can the project build on or expand these achievements?
 - h. In which areas is the project having the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?
3. **Efficiency:** measures how economically resources or inputs (such as funds, expertise and time) are converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs
 - a. Have the implementation strategies which are being utilized contributed to maximum intervention efficiency?
 - b. Has the use of resources been efficient? Is there economic use of resources?
 - c. To what extent are quality outputs delivered on time?
 - d. To what extent are partnership modalities conducive to the delivery of outputs?
 - e. How is monitoring used to manage the project?
4. **Sustainability:** measures the extent to which benefits of initiatives continue after external development assistance has come to an end.
 - a. What strategies and mechanisms have been incorporated to the implementation of the project to guarantee the sustainability of expected outputs after the project?
 - b. To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed or implemented?
 - c. To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?
 - d. To what extent have partners committed to providing continuing support?
 - e. To what extent do stakeholders support the project's long-term objectives?

- f. To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- g. How will concerns for gender equality, human rights and human development be taken forward by primary stakeholders?
- h. To what extent has the knowledge being produced planned to be utilized to implement evidence-based and policy-driven programming?

5. Human rights

- a. Does the project have capacity to provide data for a HR & GE responsive evaluation?
- b. Is there baseline data on the situation of rights holders, and in particular women, at the beginning of the intervention?
- c. Has the project been systematically targeted and included vulnerable groups such as persons with disabilities, the elderly etc?

6. Gender equality

- a. To what extent has gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the project?
 - i. Have women and women's groups been specifically involved in implementation and monitoring?
 - ii. Is there evidence that the project will expand women's access to opportunities?
- b. Is the gender marker data assigned to this project representative of reality?
- c. To what extent has the project promoted positive changes in gender?
- d. How is the programme contributing to the progress on international and regional commitments on gender equality of the SDGs, CEDAW, Belém Do Pará Convention, and others?
- e. How is the programme contributing to the progress of advocating and/or shaping the gender equality agenda in the countries subject to evaluation? On what levels?
- f. Is the programme on-track to address principles of intersectionality, inclusivity and Leaving No One Behind? If so, how?

V. METHODOLOGY

The project evaluation is to be undertaken in accordance with UN evaluation norms and policies, including UN Standards and Norms for Evaluations and 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 of the evaluation.

The type of information and methods selected must produce evidence, and they should combine both qualitative and quantitative aspects. The evaluation findings should not rely only on perceptions, but the evidence should be validated by triangulation of different data sources /or methods) The evaluation should use primary and secondary data, and should include a presentation of the results matrix of the initiative, updated with the new indicator status, but delimited by the possible restrictions identified in the analysis of the evaluation. The central focus of the evaluation is the contribution to outcomes but should also include output level results.

It is expected that the review, findings and recommendations would be derived from the following methods:

- Desk review of related documents such as project related documents such as Project Document,; Annual Work Plans (AWPs), Progress reports and Monitoring Tools
- Consultation with stakeholders and counterparts (interviews and focus groups);
- Consultation with beneficiaries (interviews and focus groups);
- Technical consultation with the Planning, Monitoring and Reporting Specialist at the MCO
- Meetings with regional partners, beneficiaries and other stakeholders, other regional and international key stakeholders. The evaluation methods and parties to be consulted should be selected so that all the participation countries will be covered in the evaluation. This may require use of electronic survey and complement to the other data collection tools.
- Consultation meetings with EnGenDER project staff, project staff and senior management as appropriate.
- Surveys, interviews and questionnaires

VI. ETHICS

UNDP evaluations will be conducted in accordance with the principles outlined in the UNEG “Ethical Guidelines for Evaluation” available at <http://www.unevaluation.org/document/detail/102>

3. Expected Outputs and deliverables

DELIVERABLES

The evaluator will conduct a preliminary scoping exercise and design an inception report (containing an evaluation matrix, evaluation protocols for different stakeholders and a description of the methodology (using quantitative and qualitative data and means of collection), to be discussed with EnGenDER M & E Analyst and Project Manager, before the evaluation commences and before the consultations.

1. *Inception Report - Evaluation framework/design and implementation plan*

An inception report should be prepared by the evaluator prior to conducting any full evaluation exercise. The report should contain an evaluation matrix that displays for each of the evaluation criteria, the questions and sub questions that the evaluation will answer, and for each question, the data that will be collected to inform that question and the methods that will be used to collect that data (all based on the evaluation criteria outlined). It should also include a proposed schedule of tasks/activities and deliverables and a table of contents for the final evaluation report

This information shall be reflected in an evaluation matrix, for example:

SAMPLE EVALUATION MATRIX						
Criteria/Sub-criteria	(Examples of questions to be addressed by outcome-level evaluation	What to look for	Data sources	Data collection methods	Indicators/Success Standards	Methods for Analysis

2. *Presentation of the preliminary findings*

The evaluator should present the preliminary findings of the evaluation. The outline of the presentation should form part of the inception report.

3. *Draft evaluation report*

The draft report will be circulated to all with any responsibility in oversight regarding the project as well as key government counterparts and other key stakeholders to ensure that the evaluation needs are met based on the quality criteria, as well as validate the finding, recommendations and lessons identified in the report.

4. *Final Evaluation Report and Power Point Presentation*

The key product (deliverable) expected from this outcome evaluation is a comprehensive analytical report that should include the following content:

- Executive summary
- Introduction (Background and approach/methodology, Evaluation Scope and Objectives, Evaluation Criteria, Evaluation Approach and Methods)
- Description of the project and its response/work
- An in-depth analysis of the situation with regard to the outcomes and development results (Presentation of findings based on evaluation criteria)
- Key findings
- Forward-looking analysis and Lessons Learned
- Conclusions and Recommendations
- Annexes: TOR, list of stakeholders interviewed, documents reviewed, etc.

The power point presentation should include the key findings, forward-looking analysis and recommendations.

4. **Institutional arrangements/reporting lines**

The evaluator will report directly to the EnGenDER M&E Analyst with final approval of the EnGenDER Project Manager. The consultant is required to liaise with stakeholders in project countries as needed. Provision regarding office space can be made at the UNDP Barbados office (if necessary). The meeting schedule will be determined in collaboration with the Project Management Unit and the relevant UNDP country offices.

5. **Experience and qualifications**

Academic Qualifications, Years of experience and Competencies

- MSc degree in Environmental Management, Project Management, Economics, Public Administration, Regional development/planning, Statistics or any other related social sciences.
- 7-10 years of proven and documented practical skill and experience in design of M+E systems, based upon Logical Framework and outcome evaluations.

- Solid foundation and experience in results-based management/logical framework approach and other strategic planning approaches, evaluation methods and approaches (qualitative and quantitative)
- Practical experience in UN-related projects and knowledge of UN system and procedures
- At least 3 years' experience of evaluating projects related to climate change adaptation and mitigation and climate risk.
- At least 2 years' experience of evaluating projects related to gender equality and other social related development issues.
- Working experience of evaluating regional projects is an asset with specific experience in Caribbean SIDS.
- Previous work in any of the beneficiary countries and a similar project is highly desirable.
- Ability to transfer analytical results into simple and workable solutions.
- Excellent conceptual and analytical skills.
- Communication in English is required

6. Payment Modality

Payment to the individual contractor will be made based on the deliverables accepted and upon certification of satisfactory completion by the manager.

Payments would be made upon submission and approval of the following deliverables as highlighted in Section VIII above:

1. Final Inception Report – 10%
2. Presentation of Preliminary Findings – 15%
3. Draft evaluation report and presentation of findings, conclusions and recommendations – 50%
4. Final evaluation report – 25%