

# **Terms of Reference**

## **Environment Outcome Evaluation for UNDP Jamaica**

### **Under CPD 2007-2011**

#### **1. Background and Context**

UNDP Jamaica, in the mid term of its cycle of the Country Programme of 2007-2011, plans to conduct an outcome evaluation in the environment and energy sector.

Jamaica is the largest English-speaking island in the Caribbean and is approximately 1 million hectares, with an altitudinal range from sea level to 2,195 metres. The population is approximately 2.7 million with an annual growth rate of 0.5 percent. Jamaica's development after independence in 1962 has been characterized by periods of economic growth alternating with periods of stagnation, including political turmoil (late 1970's to early 1980's); a financial crisis (1995 to 1997); an international recession (200 to 2001 and again in 2009); rising oil prices (2004 to 2007) and devastating impacts of storms and hurricanes (2001, 2004, 2005, 2007, 2008). The Environment and Energy Programme at UNDP aims to accelerate sustainable land management and the effective governance water resources, to promote effective adaptation and mitigation to climate change, and to encourage the adoption of good energy practices. Conservation and sustainable use of biodiversity is also a priority, given that the poor, especially in rural areas, depend on biodiversity for food, fuel, shelter, medicines and livelihoods and that it reduces vulnerability to some natural disasters. At the policy level, all this is underpinned by the CO support to the formulation of frameworks and strategies for sustainable development, as pledged in the Millennium Development Goals. In so doing, the CO addresses broader challenges such as poverty, political instability and conflict, population growth, and disease, as well as integrating environmental sustainability into development policy and practice. The UNDP Jamaica Multi-Country Office supports five countries in the region.

There are currently four areas of emphasis under the E and E Programme: Biodiversity and Conservation, Energy Efficiency, climate and Disaster Risk Reduction. The last three of these programme areas are aligned with the Planning Institute of Jamaica's Medium Term Framework to achieve the long term Vision 2030. Expected outputs of the programme are strengthening of institutional capacity to implement policies and plans, appropriate land management techniques in communities, improved and integrated watershed management practices, improved energy efficiency, reduction of risk to communities in the event of certain natural disasters.

The projects range from small, single-issue projects, such as improved land management practices in four schools to large multi-faced projects that meet Jamaica's obligations under international conventions such as the ten-component Second National Communication on Climate Change to the UNFCCC.

Currently the funding is provided by UNDP TRAC, BCPR, and GEF, and the project portfolio is over US\$ 8,000,000.00. Key implementing partners and include the National Environment and Planning Agency, the Forestry Department, the Meteorological Services, the Office of Disaster Preparedness and Emergency Management and Bahamas Environment, Science and Technology Commission. A close partnership also exists with the Ministry of Health and environment and the Planning Institute of Jamaica, as well as the Governments of the Cayman and Turks and Caicos.

Currently the E and E Programme is staffed by a Programme Specialist, a Programme Assistant, a consultant for Disaster Risk Reduction and some administrative support.

## **2. Evaluation Purpose**

This purpose of this evaluation is two fold: a) to review the achievements made during the first half of the CPD 2007-2011 and take stock of lessons learned and challenges; and b) to receive recommendations to inform the programmes in the latter half of the period and in the next programme cycle. The information will be used by UNDP Jamaica as well as the key national counterparts and Implementing Partners.

## **3. Evaluation Scope and Objectives**

The outcome to be covered in this evaluation is the Energy & Environmental Security outcome of UNDP Jamaica: outcome 3.3 "Integrated land, coastal zone, water and energy management practice improved'. There are three outputs set under this outcome:

3.3.1 "Institutional capacity strengthened to implement policies and plans, including those that address global climate change issues more efficiently";

3.3.2 "Land management in targeted communities, especially those with high risk of natural hazards including the effects of Climate Change strengthened";

3.3.3 "Energy efficiency in the public sector increased." The projects cover all geographical areas of Jamaica.

Most projects are on-going, with one still in the pipeline for output 3.3.3, Energy efficiency in the public sector increased. The evaluation should look into the aspects of project effectiveness, efficiency, relevance, timeliness, linkages with other programme areas/projects in UNDP Jamaica, as well as partnership with national counterparts including government and CSOs, as well as UNCT, international donor community and academic groups. The evaluation should also recommend untapped partner groups and the potential resource mobilization partners. In addition, this evaluation must address how the intervention sought to strengthen the application of the rights-based approach and mainstreaming gender in development efforts.

#### **4. Evaluation Questions**

This evaluation should aim to answer the following questions, *inter alia*: Was the stated outcome achieved? What progress toward the outcome has been made? What factors have contributed to achieving/not achieving intended outcome? To what extent have UNDP's outputs and/or assistance contributed to outcomes? Has UNDP's partnership strategy been appropriate and effective? What factors contributed to effectiveness or ineffectiveness?

#### **5. Methodology**

This evaluation will be conducted by intensive documentation reviews, and stakeholder meetings (individual as well as group meetings).

The M&E plan for this outcome is part of the UNDP Jamaica Country Programme Action Plan (CPAP) 2007-2011 Results and Resources Framework (RRF).

The key stakeholders in achieving the outcome include: National Environment and Planning Agency, the Forestry Department, and the Meteorological Services in Jamaica.

#### **6. Evaluation Products (Deliverables)**

The key evaluation deliverables include:

- **Evaluation Inception Report.** An inception report should be prepared by the evaluator before going into the full fledged evaluation exercise. It should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: a) proposed methods, b) proposed sources of data, and c) data collection procedures. The inception report should include a proposed schedule of tasks/activities and deliverables, designating a team member with the lead responsibility for each task or product. The inception report provides the programme unit and the evaluator with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset.
- **Draft evaluation report.** The programme unit and key stakeholders in evaluation should review the draft evaluation report to ensure that the evaluation meets the required quality criteria (**See Annex 8**).
- **Final Evaluation report.** This should include lessons learned and recommendations.
- **Evaluation brief and other knowledge products or participation in knowledge sharing events (if relevant – see Chapter 8).**

#### **7. Evaluation Team Composition and Required Competencies**

The evaluation will be conducted by one consultant. The consultant must have relevant experience in conducting the development project evaluations, preferably in environment and energy sector, and projects of similar sizes in UNDP, other UN agencies or international organizations. The experience should include applying various evaluation methodologies which are internationally recognized. The required knowledge includes substantive knowledge in environment and energy sector, as well as human right based approach and sustainable human development with strong gender sensitivity.

The assignment demand evaluators' independence from any organizations that have been involved in designing, executing or advising any aspect of the intervention that is the subject of the evaluation.<sup>1</sup>

Qualifications:

1. Masters degree or equivalent in environmental sciences, natural resource management or a related field
2. Over ten (10) years experience in the assessment and evaluation of the implementation of projects and programmes
3. Demonstrated experience in assessment and evaluation of programmes within the UN system
4. Experience in project management and proposal preparation may be an asset
5. Excellent oral and written communication skills
6. Proficiency in the English language

## **8. Evaluation Ethics**

The evaluator should follow the principles outlined in the Ethical Guidelines for Evaluation (UNEG 2007) and should address the principles in the design and implementation of the evaluation, including:

- Evaluation ethics and procedures to safeguard the rights and confidentiality of information providers: (e.g. measures to ensure compliance with legal codes governing, for example, provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; protocols to ensure anonymity/confidentiality, etc).

## **9. Implementation Arrangements**

The evaluator will be coordinated by the Programme Advisor of UNDP Environment Unit, and report to UNDP Jamaica senior management (RR and DRR). The evaluator will use his/her own computer. A working space will be allocated to the evaluator. Meetings and necessary travel arrangement will be coordinated by the UNDP Environment unit. The final draft report will be presented at the de-briefing session with partners. After incorporating the inputs from partners, the final report will be reviewed and signed off by the UNDP Jamaica RR/DRR.

## **10. Timeframe for the evaluation process (total four weeks – 20 working days in September 2009)**

- Desk review (three days)
- Briefings of evaluators (one day)
- Finalizing the evaluation design and methods and preparing the detailed inception report (two day)
- In-country evaluation mission (visits to the field, interviews, questionnaires) (eight days)
- Preparing the draft report (three days)
- Stakeholder meeting and/or review of the draft report (for quality assurance) (one day)
- Incorporating comments and finalizing the evaluation report. (two days)

In addition to the above, the evaluators may be expected to support UNDP's efforts in knowledge sharing and dissemination.

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<sup>1</sup> For this reason, UNDP staff members based in other country offices, the regional centers and HQ units should not be part of the evaluation team.

## 11. Cost

From UNDP Jamaica Energy and Environment programme.

**TOR Annexes:** Annexes can be used to provide additional detail about evaluation background and requirements to facilitate the work of evaluators. Some examples include:

- **Intervention Logic Framework and Theory of Change:** CPAP
- **Key stakeholders and partners:** key partners to be met include: NEPA, Forestry Department, Meteorological Service, NGOs, community based organizations.
- **Documents to be consulted:** UNDAF, CPD, CPAP,
- **Relevant national strategy documents** Jamaica Vision 2030, Jamaica MTF.
- **Strategic and other planning documents** (e.g. programme and project documents)
  - ✓ Project documents
  - ✓ Previous evaluations and assessments
  - ✓ UNDP evaluation policy, UNEG norms and standards, and other policy documents.
- Required Format for the **Inception Report**
- **Evaluation Matrix** (Suggested as a deliverable to be included in the Inception Report): The evaluation matrix is a tool that evaluators create as map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer and the data sources, data collection and analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.

| Relevant evaluation criteria | Key Questions | Specific Sub-Questions | Data Sources | Data collection Methods / Tools | Indicators/ Success Standard | Methods for Data Analysis |
|------------------------------|---------------|------------------------|--------------|---------------------------------|------------------------------|---------------------------|
|                              |               |                        |              |                                 |                              |                           |
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- **Schedule of Tasks, Milestones and Deliverables:** Based on the time frame present in the TOR, the evaluators present the detailed schedule.
- **Required Format for the Evaluation Report:** The final report must include, but not necessarily be limited to, the elements outlined in the quality criteria for evaluation reports (see Annex 6).
- **Code of Conduct:** UNDP programme units should request each member of the evaluation team to read carefully, understand and sign the *Code of Conduct for Evaluators in the UN System*, which may be made available as an attachment to the evaluation report.