

# **TERMS OF REFERENCE FOR THE EVALUATION OF THE PROJECT #00015010 "UNDP Small Grants Programme "**

## **Background**

### **UNDP SMALL GRANTS PROGRAMME**

The UNDP Small Grants Programme (UNDP/SGP) is a complementary programme to the Global Environment Facility Small Grants Programme (GEF/SGP) in the Trinidad and Tobago country office. While the GEF/SGP focuses on the environment, the UNDP SGP which commenced in 2004 focuses more directly on social issues and the intention is to support NGO/CBO initiatives inclusive of and beyond the GEF environmental focus. In this regard the UNDP/SGP supports projects which address income generation, literacy and numeric skills, HIV and AIDS and Democratic Governance.

To date the UNDP SGP has committed over USD 300,000 to 20 organizations with funding being provided by the JB Fernandes Memorial Trust I, the Ministry of Social Development and UNDP.

With each project it is anticipated that replication can take place at the community level and/or at the national level at some future time. The SGP can therefore be considered to be one which provides an opportunity for testing new ground with the anticipation that the resulting outcome will be successful and in this regard encourage acceptance at the national policy making level.

### **OBJECTIVES OF THE UNDP SGP**

The overall goal of the UNDP/SGP is to ensure an improvement in the quality of life enjoyed at the family, community and national levels and to ultimately address poverty reduction at the community level in Trinidad and Tobago through awareness, education, the promotion of sustainable livelihoods, and capacity-building. More specifically the stated objectives of the UNDP/SGP are to:

- i. Broaden the scope of grantees to civil society organizations
- ii. Provide support to civil society in a more holistic manner for example, by addressing broader issues and focusing on linkages among the issues
- iii. Integrate the upstream and downstream approaches to sustainable development by the inclusion of civil society in the decision making process at the policy level
- iv. Address poverty through measurable improvements in the standard of living of the poor and the excluded
- v. Build capacity at the basic level of the community – the family, to strengthen that unit's capacity to effectively contribute to the sustainable development of the larger units within society

- vi. Enable UNDP to address development needs in project development at the community level within the UNDP CCF<sup>1</sup> to facilitate down streaming from policy level; and
- vii. Expand the GEF/SGP criteria to address community sustainable development needs and build capacity at a community level for development needs.

## **ADMINISTRATION**

The Programme is managed by the Social Development Co-ordinator in UNDP with the National Steering Committee (NSC) as the policy and decision making body. The NSC comprises volunteers from the private and public sector as well as Civil Society. Monthly meetings of the NSC are held to review and make decisions on reports submitted by grantees as well as new proposals submitted for funding. The NSC also provides advice and direction on initiatives to ensure the efficient and effective execution of the programme.

Monitoring and evaluation of the individual projects is achieved through the quarterly financial and technical reports submitted by the groups as well as intermittent site visits undertaken by the Social Development Co-ordinator and members of the NSC

## **Objective of the evaluation**

The programme has completed 5 years and it is necessary to conduct an evaluation to assess its performance and impact to date and in so doing to draw lessons learned from its implementation. The information gathered by this evaluation will be used by UNDP to plan for future programming including possible continuation of the programme activities. More specifically the evaluation seeks to assess the programme's impact in terms of its potential

1. to develop capacity to address developmental needs at the community level
2. to influence positive change in the lives of vulnerable groups in Trinidad and Tobago
3. to promote healthy family functioning
4. for replication of projects at community and/or national level

## **Methodology**

The consultant can propose their own methodology but it is expected that the evaluation will be implemented mostly through document review, key informant interviews and/or focus group meetings. UNDP encourages a participatory method of evaluation and expects that some aspects of gender and capacity development be considered in its analysis. ANNEX 1 further details the general scope of works for the evaluation.

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<sup>1</sup> CCF – Common Country Framework

## **Duration**

4 weeks

## **Qualifications and Experience**

**The team and/or individual must possess the necessary qualifications and experience in conducting evaluations of this nature. There must also be expertise which includes:**

- Post Graduate degree from a recognized university in the field of social science, development studies, or other comparable fields.
- Competence and at least eight years of experience in the area of community development programmes, preferably with focus on community groups and nongovernmental organizations.
- Experience and familiarity with the small grants environment of Trinidad and Tobago.
- Experience in conducting participatory evaluations
- Ability to speak and report in the English Language

## **Outputs**

The following outputs are expected

1. A work plan –inclusive of the methodology to be used - for the evaluation activity
2. An initial draft evaluation report for review,
3. A final evaluation report (including an executive summary)

The final report should be comprehensive and provide details of findings of activities. The report shall make recommendations based on the findings on if and how the programme can evolve to further strengthen CBOs and NGOs to effect greater and more widespread positive impact on development needs. Further, the report should propose factors which can aid in the sustainability and evolution of the projects and by extension the grantee organization.

## ANNEX I

### SCOPE OF WORKS

The evaluation will cover the life of the project up to December 2009, the implementation of its activities and the delivery of the expected outputs. In addition, the evaluation will measure any effects of the project on the target population - those deemed more vulnerable in our society. In this regard some of the questions which the evaluation should seek to answer are:

- 1 Efficiency – How efficient has the implementation of the UNDP SGP been?
  - Has adequate support been provided by UNDP and the NSC to grantees?
  - What are the potential challenges that may prevent projects from producing the intended results
- 2 Sustainability – are the projects sustainable?
  - Do the interventions have a potential for scaling up or replication?
  - How should UNDP encourage the continuation of benefits achieved from its assistance when the funding assistance stops?
- 3 Lessons learned – Are there any lessons learned from UNDP provided assistance?
  - Identify key lessons that can provide a useful basis for strengthening UNDP's and donors (cash and in-kind) continued support to the development of CBOs and NGOs.
  - Highlight features to be considered as good practices at national, regional and international level for learning and replication.
- 4 Effectiveness
  - To what extent have the projects achieved their stated objectives? What are the reasons for achievement and non-achievements?
  - What are the positive and negative, intended or unintended effects of the SGP on people, communities and organizations?
- 5 Relevance
  - Is the UNDP SGP relevant to the needs of the country and in meeting the UNDP's country programme objectives and by extension UNDP's strategic objectives?

The following provide further details of expected evaluations activities:

1. Review of Documentation  
A review should be undertaken of (but not be limited to) the following documents:

- The Project Document
- Reports of Grantee Organisations
- Reports to Donor Organisations
- Documentation on similar type programmes being implemented locally (for example, by the Community Development Fund Secretariat of the Ministry of Community Development, Culture and Gender Affairs, the Poverty Reduction Fund of the Ministry of Social Development, CIDA, etc. )
- Any other documents on best practices in the Caribbean and Internationally

2. Interviews/Field Visits/Questionnaires:

The following stakeholders can be approached to provide relevant information:

- Representatives of the UNDP;
  - Representatives of the Ministry of Social Development
  - Representatives of Rockefeller Philanthropy Advisors (JB Fernandes Trust Fund)
  - Representatives of the Grantee CBOs and NGOs
  - Participants and/or other stakeholders of projects
  - Members of the National Steering Committee (Past and Present)
  - Other small grant programme providers in Trinidad and Tobago
3. Evaluate the overall effectiveness of the strategy employed in the implementation of this programme, paying particular attention to, but not limited to the following:
- The organizational structure governing the management of the programme which comprises:
    - o UNDP
    - o The National Steering Committee
    - o The Grantee organizations
  - The monitoring and evaluation of the grantee organisations' implementation of the projects
  - The processes involved in sourcing projects and grant approvals
  - The support systems available to grantee organisations to effectively develop, implement and report on project
4. Evaluate the extent to which projects have the potential for the replication by other similar organizations or at the national level.
5. Assess the impact of the programme on the
- Direct targets of the projects
  - Grantee organizations
  - The NSC members