**Terms of Reference for the Evaluation**

Terms of ReferEnce

**End of Project Evaluation for “Strengthening National and Community Resilience to Disaster Risks in Swaziland”**

**1. Background:**

Swaziland is mostly prone to natural and man-made hazards such as droughts, floods, wildfires, windstorms, hailstorms and epidemics (e.g. HIV and AIDS, A/H1N1, MDR-TB, Cholera). Since the 1980’s, levels of disaster risk have been increasing mainly due to the erosion of household assets and increased morbidity and mortality levels due to HIV and AIDS, deepening food insecurity due to erratic rainfall economic shocks, poverty and the declining capacity of national institutions to effectively provide adequate social services. Consequently, the resilience and coping mechanisms of households continue to be negatively affected. The process of sustained development is being interrupted by external shocks especially the cyclic droughts and floods that lead to a continuous fall of social indicators. In addition, institutions are increasingly unable to respond effectively to hazard events.

UNDP in partnership with the National Disaster Management Agency (NDMA) under the Deputy Prime Minister’s Office (DPMO), is implementing a two-year project entitled “Strengthening national and community resilience to disaster risks in Swaziland”. The project is co-funded by the Bureau of Crisis Prevention and Recovery (BCPR), UNDP Country Office (CO) and the Government of Swaziland (GOS).

The project seeks to support national and local resilience to disaster risks within the context of sustainable development - through strengthening national and local disaster risk reduction capacities. Specifically, the project seeks to build capacities in:

1. Developing institutional and legal systems, including policy implementation. This outcome includes advocacy activities for climate change adaptation and the link between climate change and disasters.
2. Climate and disaster risk assessment /identification and early warning. This will include use of risk outcomes in development plans.
3. Integrating disaster risk reduction in development initiatives / development organisations at national and community level.
4. Strengthening national and community level preparedness for response.

**2. Purpose of End of Project Evaluation:**

The purpose of the End of Project Evaluation is to assess the efficiency and effectiveness of the project in achieving its intended results. The findings and recommendations of this End of Project Evaluation will inform future DRR programme/projects development and assist UNDP increase its effectiveness and impact.

**3. Evaluation objectives:**

The overall objective of this End of Project Evaluation is to:

* assess achievement towards the project’s objectives and results,
* assess the efficiency and cost-effectiveness of implementation,
* identify strengths and weaknesses in project design and implementation, and
* provide recommendations on design modifications and specific actions that would increase the effectiveness and impact of future similar initiatives.

**4. Scope:**

The scope of the evaluation is expected to cover UNDP, the implementing ministry namely the National Disaster Management Agency (NDMA), Disaster management institutions/organisations, NGOs, UN Agencies and the communities that benefited from the project.

**4.1 Evaluation questions:**

In pursuit of the overall objectives, the following key questions will be addressed during the End of Project Evaluation:

1. To what extent did the project achieve its overall objectives?
2. To what extent were the results (impacts, outcomes and outputs) achieved?
3. Describe the management processes and their appropriateness in supporting delivery?
4. To what extent did the project’s M&E mechanism contribute in meeting project results?
5. What is the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project?
6. Describe key factors that will require attention in order to improve prospects for sustainability of project outcomes and the potential for replication of the approach?
7. Describe the main lessons that have emerged? and
8. Provide a set of recommendations for future cooperation between UNDP and the National Disaster Management Agency in the area of DRM/DRR, including project design and arrangements.

**5. Methodology for Evaluation Approach**  
The methodology for the evaluation is envisaged to cover the following areas:

* Desk review of all relevant project documentation;
* Consultations with NDMA and relevant partners;
* Interviews with relevant Key Informants
* Discussions with the Senior Management of UNDP;
* Discussions with resident UN sister Agencies; and
* Consultation meetings and interviews with beneficiaries.

**6. Expected Outputs/deliverables:**

The consultant will produce the following deliverables:

1. Inception report (that includes a detailed methodology, survey instruments, evaluation plan and schedule etc).
2. Draft evaluation report; and
3. Final evaluation report.

**7. Time Frame and Reporting:**  
The evaluation will take place in September/October 2010 and will be for a term of four weeks (20 working days).

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| **#** | **Activity** | **Output/deliverable** | **Timeframe** |
| 1 | Hire consultant | Consultant contract | 30 Sept 2010 |
| 2 | Desk review-Reading of key documents=  2 days | Desk report | 4 Oct 2010 |
| 3 | Prepare inception report= 3 days | Inception report | 7 Oct 2010 |
| 4 | Field work-meetings, consultations and interviews= 5 days | Field report | 15 Oct 2010 |
| 5 | Preparing draft report=5 days | Draft evaluation report | 22 Oct 2010 |
| 6 | Stakeholder inputs and comments= 10 days | Comments on draft evaluation report | 5 Nov 2010 |
| 7 | Produce final evaluation report =5 days | Final evaluation report | 12 Nov 2010 |

**7.1 Institutional Arrangements**

The Evaluation Consultant will work closely with the DRR Specialist, monitoring and evaluation focal point, report to UNDP Senior Management through the Deputy Resident Representative/ Director of Programmes. The DRR Specialist, monitoring and evaluation focal point together with the NDMA, will provide support as requested. The monitoring and evaluation focal point guided and supported by the Regional Evaluation Adviser will be responsible for evaluation quality assurance. Transport for official purposes will be provided by UNDP.

**7.2 Evaluation Ethics:**

Evaluations will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’[64](http://www.undp.org/evaluation/handbook/Annex3.html#64). The Evaluation team will take every measure to safeguard the rights and confidentiality of key informants in the collection of data.

**8. Required Qualification and Experience:**

1. Minimum of a Master’s Degree in development studies, political science, international relations, monitoring and evaluation or any other relevant discipline;
2. At least 5 years proven understanding and practical experience of working in DRR related projects in the context of natural and man-made disasters;
3. Minimum 10 years working experience
4. Proven relevant experience (at least 5 years experience) in designing and conducting DRR evaluations. Familiarity with UNDP mechanisms and procedures is an asset;
5. Ability to engage with stakeholders at all levels;
6. Knowledge of and experience with monitoring and evaluation (M&E) mechanisms;
7. Demonstrated analytical skills and the ability to clearly present findings, drawing practical conclusions and recommendations;
8. Expertise in gender issues; and
9. Experience and knowledge of the socio-political context of Swaziland would be an asset.

**8.1 Competencies:**

1. Demonstrated excellent written and oral communication skills in English;
2. Strong negotiating skills and ability to work independently;
3. Cross-cultural management experience and sensitivity;
4. High level planning, organisational and time management skills, including flexibility, attention to detail and the ability to work under pressure to meet changing deadlines;
5. Well developed interpersonal skills , including the ability to liaise effectively at all levels;
6. Analytical and problem solving skills of a high order, including the ability to formulate recommendations and policy advice desirable.

**9. Specific task of the consultant:**

1. Undertake the end of project evaluation and ensue that the process is as participatory as possible
2. Data collection and analysis
3. Produce inception report
4. Prepare draft evaluation report and present it to NDMA and UNDP;
5. Produce final evaluation

**10. Budget:**

The consultancy fees will be based on UN rates. DSA and travel will be paid when there is in-country support.

**11. Submission of Applications:**

Interested consultants are invited to submit detailed CVs and Expression of Interest (EOI) marked **‘End of DRR Project Evaluation”** to UNDP Offices, 5th Floor Lilunga House, P. O. Box 261, Mbabane or email application to **Registry.sz@undp.org** on or before the **10th September 2010.**