**TERMS OF REFERENCE**

**TERMINAL evaluation**

**of**

**“Strengthening the Disaster Mitigation and Management System in**

**Mongolia” project, MON/08/305 (phase III)**

--To be conducted by International consultant--

1. **Background**

The “Strengthening the Disaster Mitigation and Management System in Mongolia” project in the current Phase III (2008-2011), is the successor of the project Phase II (2005-2007).

One of the major accomplishments of the first project phase is the creation of the National Emergency Management Agency (NEMA). Prior to the establishment of NEMA, a civil institution, the State Board of Civil Defense were in charge of emergency related matters. The project contributed largely to the transformation of the national organization for disaster response from a military to civil organization and laid the groundwork for phase II.

The project in its phase II achieved complete the draft of the National Framework on Disaster Risk Reduction (NFA) and National Action Plan, support the implementation of the “Law on Disaster Protection”, training and capacity building of NEMA and its 30 local branches, establish the Disaster Risk Reduction Partnership Councils in eight soums of four aimags, prepare of the “National Program on Public Awareness for Disaster Prevention” and provided technical assistance and investment through the Project to improve the disaster communication and information system, to renovate the disaster warning and forecasting system, to set up investigation and rescue groups for disaster phases, and to establish the Emergency Management Center and stabilize its activities.

Project phase III started in 2008 with the main objectives to:

1. Support implementation of the long-term strategy of Mongolia for disaster risk management to minimize vulnerability
2. Improve preparedness and enhance institutional capacity for disaster management and emergency response
3. Assist in adapting to climate change that adversely affects sustainable development of the country, especially those in the rural environments.

The project is funded by the Government of Luxembourg and the United Nations Development Programme (UNDP). It started in April 2008 and will end in December 2011.

1. **OBJECTIVES**

The Terminal Evaluation (TE) of the project is part of the on-going process to enhance monitoring and evaluation of UNDP programme activities. The consultant is required to carry out full set of supportive functions in line with UNDP’s requirements for Monitoring and Evaluation (see list of documents for review).

The TE will assess the achievements, success and effectiveness of the project by looking at potential impacts and sustainability of outcomes and outputs, including the contribution to the implementation of the national policy, capacity development, and public awareness and education.

The Consultant shall address the following objectives:

* Evaluate the effectiveness of project activities in contribution to key objectives of the project
* Evaluate the impact and sustainability of project activities on the target communities, in particular, the level of beneficiary participation in project activities
* Evaluate the effectiveness of project management, particularly the partners capacity in coordination, monitoring, planning, reporting, learning and resource management
* Provide recommendation on Exit Strategy and follow ups

The Review process will answer the following questions

* What problems are there and how can they be solved?
* What are the external and objective view, information and assessment of the project for decision making?
* What are practical recommendations for partners aiming at ensuring the most efficient and effective implementation of the Exit Strategy and follow ups?
* What have learnt about: 1) the context of the project; 2) the project outcomes; 3) the project outputs?
* What are going to do about it?
* Who will take action and when?
* What will feed into other reports and discussions.

The ET is considered as a significant opportunity to provide donors, government and project partners with an independent assessment of relevance and achievement of objectives and impacts, and to determine potential results towards the achievement of outcomes and outputs with reference to the Project Document.

1. **SCOPE OF THE EVALUATION**

The TE should cover the following areas:

**Appropriateness:**

* Are the approach and achievement of project outcomes and outputs appropriate?

**Progress:**

* Did the project produce the stated outcomes and outputs?
* To what extent are the outcomes and outputs achieved?
* What is the likelihood of the project that project objectives will be achieved?
* To what extent are the achievements of outcomes and outputs attributable to sustainability

**Coverage**:

* Are the intervention’s objectives responding to the needs and priorities of the target populations?
* To what extent do the project activities reach the vulnerable groups – specifically the physically disabled, elderly, women, boys and girls?
* Which resources/opportunities do the target populations make use of for meeting project activities/outputs?

**Coherence:**

* Which organizations are working in the same project of disaster preparedness nature as the implementation organization?
* Are they successfully co-coordinated and are there any overlaps, different points of view, strategies/approaches that could have been avoided?
* How well do the partner's co-ordinate their activities with other organizations – are these organizations carrying out activities suitable to their capacities?
* Which different methods are used to collaborate and co-ordinate with other organizations, particularly those who are not represented long – term and regularly at any of the main co-coordinating bodies?

**Efficiency and effectiveness:**

* Do policies and practices ensure timely and effective implementation of project?
* Have the available means been optimally exploited?
* Are the resources in terms of personnel, finance, and facilities transformed into results and outputs or were they used to achieve specific outcomes?
* Which contributions do the project activities and outputs make to the achievement? What additional activities partly contributed to the achievement?
* What were the most significant aspects of the project environment that effected the achievement of project objectives – were they foreseen and monitored?
* What were the unforeseen effects of the project? How quickly were these identified? How could we have mitigated the negative effects? How could we have used the positive effects to the benefit of the project

**Learning/training**:

* Has evidence of learning/training opportunities been captured and utilized by the project/country programme?
* What are the learning/training opportunities of the project?
* How the learning/training has been used?
* How are the lessons learnt being shared locally, nationally, regionally and internationally?

**Management:**

* How are the project documents produced and approached to donors?
* How is quality of data for drawing monitoring conclusions?
* What is the management mechanism of the project? Is there any constraint of project management system?
* How is the project staff managing the project? Is project staffing effective?
* What are the finance monitoring mechanisms? Does it work as expected?
* What challenges were faced by the project management and how has it coped

**Sustainability:**

* Is there a coherent exit strategy and has it been well communicated all around?
* What are the main changes achieved that are likely to last, it means that activities can be sustained where necessary and/or that beneficiaries and their organizations have gained significant new capacities in pursuit of their own development objectives?
* What are the dimensions of sustainability: economic/financial; social/organizational; technological; environmental?
* Are all project activities carried out in a sustainable manner wherever possible?
* How are local resources and capacities strengthened in order to be able to use more effectively in the future?
* Have there been any community development and relationships being formed
* Are they likely to initiate other disaster risk reduction projects in the vulnerable community?
* What relationships have been formed through project implementation to date that are likely to continue beyond the life of the project?

Recommendations: Provide potential recommendations that could complement Exit Strategies of the project and follow ups to further strengthening the DRR management and implementation of the national policy on DRR.

### **Products Expected from the Evaluation**

The evaluation shall report on the findings focusing on above listed area. The main products from the TE are:

* Presentation of findings (verbal presentations will be made to all major stakeholders on the approach of the MTE and its preliminary findings)
* An interim draft report
* A final evaluation report will be an independent and comprehensive document with annexes as necessary. However, the main report should not exceed 50 pages. 3 copies of the final, bound report to UNDP for distribution shall be submitted and an electronic copy (MS Word) of the report included.

***The minimum requirements for the content of the final version of TE report are:***

*1. Executive summary*

* Brief description of project
* Context and purpose of the evaluation
* Main conclusions, recommendations and lessons learned

*2. Introduction*

* Purpose of the evaluation
* Key issues addressed
* Methodology of the evaluation
* Structure of the evaluation

*3. The project(s) and its development context*

* Project start and its duration
* Problems that the project seek to address
* Immediate and development objectives of the project
* Main stakeholders
* Results expected

*4. Findings and Conclusions*

In addition to a descriptive assessment, all criteria marked with (R) should be rated using the following divisions: Highly Satisfactory, Satisfactory, Marginally Satisfactory, Unsatisfactory.

* 1. *Project Implementation*

Implementation Approach (R). This should include assessments of the following aspects: 1). The use of the logical framework as a management tool during implementation; 2). The general operational relationships between the institutions involved and others and how these relationships have contributed to effective implementation and achievement of project objectives; 3). Technical capacities associated with the project and their role in project development, management and achievements.

Monitoring and evaluation (R). Including an assessment as to whether there has been adequate periodic oversight of activities during implementation to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan; whether formal evaluations have been held and whether action has been taken on the results of this monitoring oversight and evaluation reports.

Stakeholder participation (R). This should include assessments of the mechanisms for information dissemination in project implementation and the extent of stakeholder participation in management, emphasizing on 1). the production and dissemination of information generated by the project; 2). local resource users and NGOs participation in project implementation and decision making and an analysis of the strengths and weaknesses of the approach adopted by the project; 3).the establishment of partnerships and collaborative relationships developed by the project with local, national and international entities and the effects they have had on project implementation; 4). Involvement of governmental institutions in project implementation, the extent of governmental support of the project.

Financial Planning: Including an assessment of the actual project cost by objectives, outputs, activities; the cost-effectiveness of achievements; financial management (including disbursement issues) and co-financing.

Sustainability. Extent to which the benefits of the project will continue, within or outside the project domain, after it has come to an end. Relevant factors include for example: development of a sustainability strategy, establishment of financial and economic instruments and mechanisms, mainstreaming project objectives into the economy or community production activities.

Execution and implementation modalities. This should consider the effectiveness of the UNDP counterpart and Project Co-ordination Unit participation in selection, recruitment, assignment of experts, consultants and national counterpart staff members and in the definition of tasks and responsibilities; quantity, quality and timeliness of inputs for the project with respect to execution responsibilities, enactment of necessary legislation and budgetary provisions and extent to which these may have affected implementation and sustainability of the Project; quality and timeliness of inputs by UNDP and GoM and other parties responsible for providing inputs to the project, and the extent to which this may have affected the smooth implementation of the project.

* 1. *Results*

Attainment of Outcomes/ Achievement of objectives (R*):* Including a description *and rating* of the extent to which the project's objectives were achieved using Highly Satisfactory, Satisfactory, Marginally Satisfactory, and Unsatisfactory ratings. If the project did not establish a baseline (initial conditions), the evaluators should seek to determine it through the use of special methodologies so that achievements, results and impacts can be properly established.

This section should also include reviews of the sustainability including an appreciation of the extent to which benefits continue, within or outside the project domain after Government of Luxemburg’s assistance/external assistance in this phase III has come to an end and contribution to upgrading skills of the national staff

* 1. *Recommendations*: This should focus on
* Actions to follow up or reinforce initial benefits from the project
* Proposals for future directions underlining the further needs
  1. *Lessons learned*

This should highlight the best and worst practices in addressing issues relating to relevance, performance and success.

5. *Annexes*

* Evaluation TORs
* Itinerary
* List of persons interviewed
* Summary of field visits
* List of documents reviewed
* Questionnaire used and summary of results
* Comments by stakeholders (only in case of discrepancies with evaluation findings and conclusions)

### **METHODOLOGY**

The evaluation methodology will be determined by the evaluation team, guided by the requirements UNDP as articulated in various guidelines, policies, and manuals on the conduct of evaluations as well as key project documents such as project document, the inception workshop report, the project log frame and annual budgets and work plans, the annual Project Implementation review, Project Steering Committee minutes, and other technical reports and documents as relevant. A list of key documents is given in Annex 1.

The review will be carried out during a total period of 30 working days in July/August 2011 and its evaluation methodology should be clearly documented in the report.

### **IMPLEMENTATION ARRANGEMENTS**

The assessment will be carried out within 30 working days in July – August 2008. The work is scheduled to commence on 25th July, 2011 and be completed by 2nd September, 2011. A preliminary work plan is shown below:

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| No | Task | Week 1 | Week II | Week III | Week IV | Week V | Week VI |
| 1 | Review of project documents |  |  |  |  |  |  |
| 2 | Meetings with UNDP, NEMA, Project Staff |  |  |  |  |  |  |
| 3 | Meet with Stakeholders in UB |  |  |  |  |  |  |
| 4 | Field trips to project sites (Bulgan aimag ), meeting with stakeholders, visiting soum centres, meeting governor, selected herder groups |  |  |  |  |  |  |
| 5 | Presentation of findings to UNDP and NEMA |  |  |  |  |  |  |
| 6 | Draft Report writing and submission |  |  |  |  |  |  |
| 1977 | Final Report writing and submission |  |  |  |  |  |  |

The **Strengthening the Disaster Mitigation and Management System in Mongolia** project staff shall provide any necessary logistical support. The staff will assemble the suggested documents and prepare for the field trip. The evaluator shall use the office space of the project. The consultant is expected to bring his/her own computers/laptops for the written work.

The mission will produce the following deliverables by the dates specified:

* Work plan by 25 July 2011
* Presentation 19 August 2011
* A draft report submission by 22 August 2011.
* A final report by 1 September 2008.

The tentative program of the TE mission is shown below, and a more detailed schedule is under development.

|  |  |
| --- | --- |
| **Dates** | Item |
| 25th,July-29th,July(5w/d) | Review of main documents from homebase |
| 1st-9th August(7w/d) | Meetings with stakeholders in Ulaan Baatar |
| 10th -12th August (3w/d) | Field missions in Bulgan aimags |
| 15th -22th,August ( 6 w/d) | Debriefing in Ulaanbaatar and submission of draft report |
| 23th, August-1 September ( 8 w/d) | Preparation of final report from homebase |

PS: detailed mission schedule to be developed by the Project Unit and IC

1. **MANAGEMENT ARRANGEMENTS**

The international consultant will conduct necessary arrangements for performing the tasks outlined in this TOR. He/she will be responsible for consolidating a final report with a full set of annexes. The international consultant will be responsible to the NEMA and UNDP Mongolia and will report to the National Project Director (NPD), UNDP, project unit and a representative of the NEMA on the status of the work.

 The NEMA, UNDP and project unit hold the copyright of the assignment outputs.  The present TORs may be adjusted and modified, without changing the overall objective and the scope of work, on the basis of consultations.

 Payment modality and schedule:

 The UNDP standard method of payment is the output-based lump-sum scheme and the payment will be made in three installments upon satisfactory completion of the following deliverables:

1st installment – 20% upon commence mission to Mongolia and arrival in Ulaanbaatar

 2nd installment – 40% upon the submission of draft report to the project unit and UNDP

3rd installment – 40% upon the submission of final report and approval of report

  Evaluation criteria and weight:

 International Experts will be evaluated against combination of technical and financial criteria. Maximum obtainable score is 100, out of which the total score for technical criteria equals to 70 and for financial criteria – to 30.

 As for the technical evaluation, the following aspects will be considered:

* Background and education -10 %
* Practical previous experience relevant to the announced TOR – 30%
* Substantial knowledge and professional experience in field disaster management and environmental resource management and program monitoring competences-20%
* English language fluency in both oral and written and previous experience working with international organizations -10%

\* The financial proposal should have a breakdown of consultancy fee that is expected to be incurred (except travel expenses to the countryside).

|  |
| --- |
| Competencies |
| * Good practical experience relevant to the announced TOR * Substantial experience in field of disaster management and environmental resource management and other related field * Excellent participatory process skills * Good interpersonal and communication skills * Experience in working with international organizations and in developing countries * Ability to establish priorities and to plan and coordinate works * Fluent in English language (oral and written) * Computer literacy, particularly, with MS Office |
| Required Skills and Experience |
| Education:Master or higher degree in Disaster management, Environmental and International Development science .  Experience: At least 10 years of professional experience in Disaster management, Environmental and International Development. Experiences in conducting research, monitoring and previous involvement experience with UNDP and other international organizations are desired.  Skills: Analytical skills, planning, report writing and research skills are needed. Good communication skills are an asset. |

1. **SUBMITTING DOCUMENT**

1. Technical proposal:

* Letter of Interest to prepare to conduct the assignment
* Proposed work plan, methods of evaluation of Project implementation
* CVs of applicant including relevant work experience and qualifications)

2. Financial proposal:

Proposed price to conduct the evaluation

Qualified and interested applicants are requested to submit the required materials to the following address of UNDP no later than **1st July, 2010**.

**UNDP Mongolia**

**Orient Plaza building, Peace Avenue 12**

**1 khoroo, Sukhbaatar district**

**Ulaanbaatar, Mongolia**

**Telephone: 976-11-327585**

ANNEX 1.

List of documents to be reviewed

* Handbook on Planning, Monitoring and Evaluating for Development Results (2009) UNDP
* Project document
* Project board meeting minutes
* Audit reports
* Annual reports
* Financial reports
* Mission reports
* Mid-term evaluation report
* Law on Disaster Protection of Mongolia
* Draft National Programme on Strengthening the Disaster Protection Capacity in Mongolia (2010-2020)
* Draft Action Plan for Implementation of the National Programme (2010-2020)
* Draft National Strategy for Climate Risk Management and Action Plan (2010-2021)
* All annual work plans of the project
* Donor reports
* Others (meeting minutes, correspondence and TORs as needed

List of key persons to be interviewed during the evaluation field mission:

**Ulaanbaatar:**

* UNDP Country Office
* NEMA, NPD
* MNET
* Steering committee Members

*Community level:*

* Community beneficiaries such as community and herder groups
* Individual beneficiaries
* Information centres

*Local Authorities:*

* Aimag governors
* Soum authorities
* Local Partnership Council members

*Project sites*

* Project staff, including local project Coordinators of selected sites for the evaluation