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Terms of Reference for International Consultant UNDP Suriname

Position: Individual Consultant Outcome Evaluation Energy and Environment

Duration: 20 work days

Period: Nov 2012 – Jan 2013

Location: Home base with 1 mission to Suriname

A. Background and context

UNDP's corporate policy is to evaluate its development cooperation with the host government on a regular basis in order to assess whether and how UNDP-funded interventions contribute to the achievement of agreed outcomes, i.e. changes in the development situation and ultimately in people's lives. This implies that, in evaluating the country office performance, there is a need to ascertain whether and how we assisted in bringing changes in human development conditions. This includes changes in individuals, institutions and systems that have been targeted. It is also intended to clarify underlying factors affecting the development situation, identify unintended consequences (positive and negative), generate lessons learned and recommend actions to improve performance in future programming and partnership development.

The subjects of this outcome evaluation are selected projects implemented within the Energy and Environment portfolio as indicated in Annex A. The evaluation should assess the overall result and contribution of the programmes and projects towards the UNDAF, CPAP and CPD. For the period 2008-2011, the Energy and Environment portfolio contributed to **UNDAF outcome 1: *By 2011, pro-poor policies are in place to ensure that vulnerable groups in society benefit from growth and have equitable access to opportunities, assets and resources; which corresponds to the National Priority Area of: fair distribution of wealth and equal opportunities for all.***¹

The multi-annual development plan (MOP) and the UNDAF stress capacity development for sustainable human development policy formulation, programming and budgeting as a basis for achieving the MDGs. The definition of evidence-based pro-poor policies and strategies with advisory and technical assistance to national and local authorities in data collection, processing and analysis, towards production of regular policy monitoring documents, including MDG reports and national human development reports. Emphasis will be placed on the analysis of poverty and vulnerability, to ensure that gender dimensions are integrated into policy and programmes. Poverty reduction initiatives led by local authorities and actors will foster an enabling environment for sustainable livelihoods and employment creation for vulnerable and disadvantaged groups.

¹ MOP 2006-2011

The multi-annual development plan explicitly links poverty reduction with sound natural resources management. Efforts will build upon existing initiatives and focus on enhancing the capacities of Government to design and operate effective mechanisms for mineral resource management, sustainable land management, the conservation and sustainable use of biodiversity, and mitigation of the effects of climate change.

Under UNDAF outcome 1, the Energy and Environment portfolio contributed through the program 1.4 “enhancement of sustainable natural resources planning and management system”. In this programme area, efforts will focus on enhancing the capacities of public sector bodies and para-public organizations to effectively plan, implement and monitor mechanisms for:

- a. Mineral resource management;
- b. Sustainable Land Management with a particular emphasis on reducing the vulnerability of the poor and expanded opportunities for sustainable livelihoods;
- c. Conservation and management of biodiversity; and
- d. Disaster mitigation and management.

Program 1.4 “Enhancement of sustainable natural resources planning and management system”.

CP Outcome 1.4: A sustainable and participatory natural resources planning and management system is in place ² .	1.4.1	Responsible organizations have the capacity to plan, implement and monitor a mechanism for the management of mineral resources.	UNDP	150,000
	1.4.2	Responsible organizations have the capacity to establish a mechanism for sustainable land management with a particular emphasis on reducing the vulnerability of the poor and expanded opportunities for sustainable livelihoods.	FAO UNDP	250,000 ³ 1,500,000
	1.4.3	Responsible organizations have the capacity to: design, implement and monitor systems for the management, sustainable use and conservation of biodiversity; to implement measures on the adaptation and mitigation of the effects of climate change.	UNDP UNESCO	9,376,000 55,000
	1.4.4	The knowledge and skills of key disaster management institutions are enhanced to mitigate, manage and reduce the impact of disasters.	PAHO/WHO UNECLAC UNESCO UNFPA UNICEF WFP	100,000 15,000 25,000 100,000 100,000 250,000
Sub-total 1.4				11,921,000

Primary sources of funds for UNDP Suriname Energy and Environment portfolio were Government of Suriname, Global Environment Facility and Montreal Protocol.

² Contributing to the MOP section on ‘environmental management’ and ‘land policy’.

³ Specifically for pesticide management and trace-back pesticide residue monitoring systems

B. Scope of the Evaluation

The purpose of the outcome evaluation is to:

- Provide substantive direction to the formulation of programme and project strategies;
- Support greater UNDP accountability to national stakeholders and partners in Suriname;
- Serve as a means of quality assurance for UNDP interventions at the country level; and
- Contribute to learning at corporate, regional and country levels.

The outcome evaluation will be conducted in 2012 with a view to improving the implementation of the Energy and Environment programme and its contribution to the Outcomes under the UNDAF/UNDAP 2012 – 2016, identifying opportunities in support of the energy outcomes as formulated in the UNDAF and Development plan of Suriname (OP), proposals for synergies with the other practice areas such as Crisis Prevention and Early Recovery as well as Social Development. Provide recommendations for future country programme regarding ways in which the UNDP resources can most strategically contribute to change in capacities of key institutions of the country so that the delivery mechanisms of the Government are better designed, suit their purpose, and that governance systems put inclusion at the centre of Government efforts, capacity of demand-side local institutions (community, CBOs) to seek accountability is enhanced.

The outcome evaluation will analyse:

Relevance:

- Review the UNDP Suriname Energy and Environment Programme with a view to understand its relevance and contribution to national priorities;
- To what extent is UNDP's engagement a reflection of strategic considerations, including UNDP's role in a particular development context and its comparative advantage?
- To what extent was UNDP's selected method of delivery appropriate to the development context?

Effectiveness

- Review the status of the outcome and the key factors that have affected (both positively and negatively, contributing and constraining) the outcome this with a view of the current relevant outcome for 2012 - 2016;
- For stock taking and lesson learning, and recommending corrections that may be required for enhancing effectiveness of UNDP's development assistance;
- Review and assess the Programme's partnership with the government bodies, civil society and private sector and international organizations in Programme(the nature and extent of the contribution of key partners and the role and effectiveness of partnership strategies in the outcome);

Efficiency

- To what extent have the programme or project outputs resulted from economic use of resources?
- Review links/joint activities with other UNDP Programmes UN Agencies and other delivery partners and how these have contributed to the achievement of the outcome
- Through this evaluation UNDP Suriname seeks to understand and articulate the key contributions that the Energy and Environment portfolio has made in the enhancement of sustainable natural resources planning and management system.

Sustainability

- What indications are there that the outcomes will be sustained, e.g., through requisite capacities (systems, structures, staff, etc.)?
- To what extent has a sustainability strategy, including capacity development of key national stakeholders been developed or implemented?

- To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?

The evaluation should answer, at least, the orientation providing questions above. However, the evaluation team shall complement this listing in its methodological proposal (evaluation matrix) in order to comply with the objectives and scope of the evaluation.

C. 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 the UNDP Country office and other stakeholders, before the evaluation can be conducted.

This represents a general planning document of the Evaluation Mission, which includes a calendar of the main stages and activities planned and deliverables. This report shall detail the understanding of the evaluators on what are they going to evaluate and why, showing how each evaluation question shall be answered and by which means: the proposed methodology, the proposed information sources, and the data recollection procedures. This information shall be reflected in an evaluation matrix, for example:

Evaluation Matrix							
Evaluation criteria	Evaluation questions	Performance indicators	Data sources	Approach and design	Sampling methods	Methods and tools for data recollection	Methods for Data analysis

- A **draft report** for discussion with the stakeholders; feedback received from these sessions should be used to prepare the **final report**
- Final Evaluation Report** The final report should be XX paged analytical report, excluding annexes, detailing key findings, good practices and clear recommendations. The report should be presented in English. The Evaluation report format should meet with the standard Evaluation Report Template of the UNDP and quality Standards established by UNDP and UNEG⁴
- Power point presentation with the key findings, conclusions and recommendations
- The suggested table of contents of the main final report could be as follows:
 - Executive summary
 - i. Introduction (Background and approach/methodology)
 - ii. Development context/challenge
 - iii. Description of UNDP's response/work

⁴ (Annex 7 of the UNDP Handbook (2009), and UNEG Quality Checklist for Evaluation Reports UNEG/G(2010)/2)

- iv. Development results (Presentation of findings based on the evaluation criteria and other cross-cutting issues) and UNDP's contribution.
- v. Conclusions and Recommendations
- Annexes

D. Methodology

The evaluators will visit select project sites to meet the local stakeholders and beneficiaries including government officials, civil society organizations, local authorities, academics and subject experts, and community members etc.

The evaluation shall assess the following for the outcome enhanced sustainable natural resources planning and management system in place in the 2008-2011 programming cycle in this portfolio:

The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability and impact, as defined and explained in the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results.

All evaluation questions should include an assessment of the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration:

- Human rights
 - To what extent do the poor, indigenous and tribal peoples, women and other disadvantaged and marginalized groups benefit?
- Gender Equality
 - To what extent did UNDP support positive changes in terms of gender equality and were there any unintended effects?
- Capacity development
 - Assess the extent to which UNDP outputs and implementation arrangements have been effective for designing policies and strategies as well as building capacities of key institutions towards achievement of the outcome
- Institutional strengthening
 - Assess the extent to which UNDP outputs and activities have strengthened institutions for designing policies, strategies and the implementation towards achievement of the outcome
- Innovation or added value to national development
 - How is the role of UNDP perceived in innovating and adding value in enhancing national systems for sustainable natural resources planning and management with particular emphasis on biodiversity conservation and protected area management?

The outcome evaluation will include the following key activities:

- Evaluation design and workplan
- Desk review of existing documents
- Briefing with UNDP
- Field visits
- Interviews with partners
- Drafting of the evaluation report
- Debriefing with UNDP
- Finalization of the evaluation report (incorporating comments received on first draft)

Though the evaluation methodology to be used will be finalized in consultation with the UNDP Suriname Country office, the following elements should be taken into account for the gathering and analysis of data:

- Pre-assessment of data availability
- Desk review of relevant documents including Country Programme Document (CPD), Country Programme Action Plan (CPAP), Project Documents/ Briefs, project evaluations, reports of relevant flagship projects, etc.
- Discussions with the Senior Management and programme staff of UNDP Suriname
- Presentation of an inception report and discussion of the content with UNDP management and partners
- Semi-structured Interviews: with key partners and stakeholders both at central and field levels.
- Focus group discussions: within UNDP and external parties both at central and field levels. Gaining consensus on key issues.
- Participation and providing guidance to an Outcome Board Meeting of the Energy and Environment practice area outcome
- Field visits to select key projects, if necessary to verify to what extent the outputs contribute to the outcome or with a forward looking view
- Regular consultation meetings with the UNDP staff, project staff and senior management as appropriate

E. Implementation Arrangements

This evaluation exercise will be undertaken by an Evaluation Expert. The Evaluation Expert will be reporting to the Country Director of UNDP Suriname. The Country Office Evaluation focal point will arrange the introductory meetings within UNDP and will establish the first contacts with the government partners and project staff. The expert will then set up his/her own meetings and conduct his/her own methodology upon approval of the methodology submitted in the inception report.

The draft and final reports will be submitted in English. The expert will work home/office-based with presence in UNDP premises as needed for the desk reviews, and will make their own travel arrangements for the site visits.

The Evaluation Expert shall arrange all the resources he/she needs to complete the assignment, if needed, at his/her own cost. The resources to be used by the expert shall be subject to UNDP approval.

Evaluation Expert will have the overall responsibility for the conduction of the evaluation exercise as well as quality and timely submission of the final evaluation report to UNDP. S/he will specifically undertake the following tasks:

- Lead and manage the evaluation mission,
- Design the detailed evaluations scope, methodology and approach,
- Conduct the outcome evaluation in accordance with the proposed objective and scope of evaluation
- Draft, communicate and finalize the evaluation report as per the comments from UNDP,

Required Qualifications:

- Minimum Masters degree in Environmental management, economics, public administration, regional development/planning or any other social sciences related to Energy and Environment practice area and with a specific focus on capacity development

- At least 10 years of experience in preferably of programmes focused on environmental management systems, capacity development and protected area management and its financial sustainability.
- At least 3 years of experience in conducting outcome evaluations in the Energy and Environment Thematic Area, preferably in Caribbean or SIDS countries or a number of at least 5 evaluations).
- Strong working knowledge of UNDP and its mandate, the civil society and working with government authorities
- Extensive knowledge of results-based management evaluation, as well as participatory M&E methodologies and approaches,
- Experience in applying SMART (S Specific; M Measurable; A Achievable; R Relevant; T Time-bound) indicators and reconstructing or validating baseline scenarios,
- Minimum 10-15 years of professional experience in the area of development, including Environmental Management, poverty reduction, regional development, gender equality and social policies,
- Strong reporting, social- and communication skills in English
- Excellent communication skills with various partners including donors in English
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- (Or alternatively:
- **Working language:**
- The oral and written working language will be English)

The Evaluation Expert will be logistically and financially responsible for arranging his/her travel to and from relevant project sites and arranging interviews. This will also be included in the proposal including the travel costs to mission sites and daily subsistence allowance (DSA), with explicit information presented with the proposal and the methodology.

The work is expected to take 20 working days over a period of 3 months (Nov 2012 – Jan 2013).

The outcome evaluation should be completed by the 3rd week in January 2012, with the draft report presented to stakeholders by the first week in December.

F. Evaluation Ethics

Evaluations in UNDP shall be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' ⁵

In particular, evaluators shall apply anonymity and confidentiality protocols to safeguard the rights and confidentiality of information providers.

The evaluator shall sign the UNEG Code of Conduct for Evaluation in the UN System

G. Payments

The payments shall be realized in USD upon acceptance and approval by UNDP of the deliverables.

⁵ http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102

H. Application Procedures

This is a Request for Quotation for an individual contract.

The application should include the following documents:

- A letter confirming interest and availability;
- Application letter indicating suitability to the TOR and names and CVs of proposed team members;
- Detailed CV of the expert indicating suitability to the TOR above;
- Detailed budget including daily consultancy fees, travel costs and all other related costs.

DOCUMENTS FOR REVIEW BY THE EVALUATORS

1- UNDP Corporate Policy Documents

- UNDP Handbook on Planning, Monitoring and Evaluating for Development Results⁶.UNEG Norms and Standards for Evaluations in the UN System⁷
- UNEG Code of Conduct for Evaluation in the UN System⁸ Outcome-Level Evaluation: A Companion Guide to the Handbook on Planning Monitoring and Evaluating for Development Results for Programme Units and Evaluators UNEG Ethical Guidelines⁹

2- UNDP Suriname CO Documents

- Country Programme Document (CPD) of Suriname for 2008 – 2011
- Country Programme Document (CPD) of Suriname for 2012 – 2016
- Country Programme Action Plan (CPAP)
- United Nations Development Assistance Framework (UNDAF) 2008 - 2011
- List of projects, Project documents and Terminal Evaluation Reports
- Other documents and materials related to the outcome as far as these are available

⁶ <http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf>

⁷ <http://www.uneval.org/normsandstandards/index.jsp>

⁸ http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=100

⁹ http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102