

## **Terms of Reference for a Project Evaluation Consultant**

**Project title:** Improve the Capacity of CMWU for Monitoring the Quality of Water Supply in the Gaza Strip

**Duty Station:** Gaza City

**Estimated level of efforts and duration for the assignment:** 14 working days distributed over a period of 6 weeks.

**Starting Date:** 15 April 2013

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

UNDP/PAPP has supported the Coastal Municipal Water Utility "CMWU" to improve its capacity on monitoring the quality of water supply in the Gaza Strip. The project is funded by the Austrian Development Cooperation with amount of EURO 500,000, executed by UNDP/PAPP and implemented by the Coastal Municipalities Water Utility (CMWU).

The project aimed at achieving the following results:

- A) Established baseline of heavy metals concentration in Gaza Aquifer;
- B) Improved the capacity of CMWU to monitor the quality of water supply;
- C) Increased public awareness on the impact of water pollution.

The major activities were carried out during the project lifetime:

- A consultant was hired to identify sampling stations and list of heavy metals parameters to be tested in cooperation with CMWU and PWA; undertake sampling, results analysis and formulate mitigation measures. The consultant trained the lab technicians on the concept of heavy metals, effect on human health, source of heavy metal, case study, procedures and equipments for testing the heavy metals.
- Water samples analysis: heavy metals concentration along Gaza aquifer was measured and baseline information was established, which will be used later on to monitor pollution and identify pollution sources and possible pollutants.
- UNDP/PAPP supported the upgrading of CMWU water quality laboratory in Deir Al Balah, which is equipped with simple water kits for testing chlorides. After upgrading the lab, it became capable to perform all water and wastewater tests.
- Public awareness regarding water quality issues and its impact on public health including potential sources of pollution was raised.

## **2. Evaluation Purpose:**

- To assess the performance of the project in relation to achieving the intended results;
- To provide information on the status of project implementation to ensure the delivery of the outputs;
- To advise CMWU and UNDP/PAPP on the next steps;
- Document strengths, weaknesses and lessons learnt.

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

The overall objective of this evaluation is to assess how the project outputs are being achieved.

The scope of the evaluation will cover the following areas:

- The extent to which the project has improved the capacity of CMWU for monitoring the quality of water;
- Partnership: assess the effectiveness of the partnership that the project has built.

Evaluation Criteria:

- I. Relevance: concerns the extent to which a development initiative and its intended outputs are consistent with national and local policies and the needs of intended beneficiaries;
- II. Effectiveness: is a measure of the extent to which the initiative's intended results have been achieved or the extent to which progress towards outputs has been achieved;
- III. Efficiency: measures how economically resources or inputs are converted to results;
- IV. Sustainability: .measures the extent to which benefits of initiatives continue after external development assistance has come to an end;
- V. Impact: measures changes human development and people's well-being that are brought about by development initiatives, directly or indirectly, intended or unintended.

#### **4. Tasks and responsibilities**

Under the overall supervision of the Project Manager and in close cooperation with the Project counterparts, the consultant will review the project outputs and activities in order to implement the followings:

- 1- Prepare an evaluation inception report and work plan: The consultant shall prepare a work plan that describes how the evaluation will be carried out and the timetable for each activity. The work plan should address the followings:

- Overview of the project
- Expectations of evaluations
- Roles and responsibilities
- Evaluation methodology
- Evaluation framework
- Information collection and analysis
- Reporting
- Work scheduling.

- 2- Field visits: the consultant shall include all visits that are needed to the project site, the project counterparts and the stakeholders. All visits and meetings shall be coordinated through the project manager.
- 3- Evaluation report: the consultant shall prepare an evaluation report that describes the evaluation and puts forward the evaluator's findings, recommendations and lessons learnt. The report should also highlight gaps, strengths and weaknesses of the project. Please see attached annex #1: UNDP evaluation report template and quality standards.

#### **5. Methodology**

The exercise will entail a combination of comprehensive desk review and document analysis; consultation with key stakeholders. The evaluation will be participatory in nature and should make use of a mix of other data sources, collected through multiple methods. The data collection methods should include collection of primary and secondary data through using interviews, questionnaires, group interviews, on-site observation and key informant interviews.

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

- **Evaluation inception report and work plan:** An inception report should be prepared by the evaluators before going into the full-fledged evaluation exercise and to be submitted three days after signing the contract. The inception report should include the evaluation matrix. Please see annex #2: Sample evaluation Matrix.
- **Draft evaluation report:** A draft evaluation report should be submitted three weeks after signing the contract.
- **Final evaluation report:** Final evaluation report will be submitted six weeks after signing the contract (three days after receiving the comments from UNDP and the project partners on the draft evaluation report).

## 7. Qualifications

- Proven expertise and experience in conducting project evaluations.
- A postgraduate degree in environmental/water studies with a minimum master degree.
- Experience on result based management.
- Proven experience in management, capacity development and evaluation issues.
- Excellent oral and written communication skills in English and Arabic.

## 8. Evaluation Ethics

Evaluations in UNDP will be conducted in accordance with the principles outlined in the UNEG "Ethical Guidelines for Evaluation".

## 9. Cost

Level of efforts to complete this assignment is estimated at 14 working days to accomplish which will be distributed of 6 weeks. It is anticipated that the work will start during the second week of April 2013.

## 10. Payments

The consultant will receive the first payment, 25% of the total amount upon submission of accepted inception report. A final payment will be issued after the final approval of the outputs by UNDP/PAPP environment team leader. Feedback on the

outputs will be made within two weeks after the submission is made by the consultant.

## **11. Logistics**

The consultant will be contracted by the UNDP/PAPP. The project manager will facilitate his /her work. All required information about the project will be provided. (Please see annex # 3: List of references to be reviewed).

## **Annex # 1: UNDP evaluation report template and quality standards**

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The evaluation report should be complete and logically organized. It should be written clearly and understandable to the intended audience. In a country context, the report should be translated into local languages whenever possible. The report should also include the following:

**Title and opening pages:** Should provide the following basic information:

- Name of the evaluation intervention
- Time-frame of the evaluation and date of the report
- Countries of the evaluation intervention
- Names and organizations of evaluators
- Name of the organization commissioning the evaluation
- Acknowledgements

**Table of contents:** Should always include boxes, figures, tables and annexes with page references.

### **List of acronyms and abbreviations**

**Executive summary:** A stand-alone section of two to three pages that should:

- Briefly describe the intervention of the evaluation (the project(s), programme(s), policies or other intervention) that was evaluated.
- Explain the purpose and objectives of the evaluation, including the audience for the evaluation and the intended uses.
- Describe key aspect of the evaluation approach and methods.
- Summarize principle findings, conclusions, and recommendations.

### **Introduction:**

Should:

- Explain why the evaluation was conducted (the purpose), why the intervention is being evaluated at this point in time, and why it addressed the questions it did.
- Identify the primary audience or users of the evaluation, what they wanted to learn from the evaluation and why and how they are expected to use the evaluation results.
- Identify the intervention of the evaluation (the project(s) programme(s) policies, or other intervention).
- Acquaint the reader with the structure and contents of the report and how the information contained in the report will meet the purposes of the evaluation and satisfy the information needs of the report's intended users.

**Description of the intervention:** Provides the basis for report users to understand the logic and assess the merits of the evaluation methodology and understand the applicability of the evaluation results. The description needs to provide sufficient detail for the report user to derive meaning from the evaluation. The description should:

- Describe **what is being evaluated, who seeks to benefit**, and the **problem or issue** it seeks to address.
- Explain the **expected results map or results framework, implementation strategies**, and the key **assumptions** underlying the strategy.
- Link the intervention to **national priorities**, UNDAF priorities, corporate multi-year funding frameworks or strategic plan goals, or other **programme or country specific plans and goals**.
- Identify the **phase** in the implementation of the intervention and any **significant changes** (e.g., plans, strategies, logical frameworks) that have occurred over time, and explain the implications of those changes for the evaluation.
- Identify and describe the **key partners** involved in the implementation and their roles.

- Describe the **scale of the intervention**, such as the number of components (e.g., phases of a project) and the size of the target population for each component.
- Indicate the **total resources**, including human resources and budgets.
- Describe the context of the **social, political, economic and institutional factors**, and the **geographical landscape** within which the intervention operates and explain the effects (challenges and opportunities) those factors present for its implementation and outcomes.
- Point out **design weaknesses** (e.g., intervention logic) or other **implementation constraints** (e.g., resource limitations).

**Evaluation scope and objectives:** The report should provide a clear explanation of the evaluation's scope, primary objectives and main questions.

- **Evaluation scope:** The report should define the parameters of the evaluation, for example, the time period, the segments of the target population included, the geographic area included, and which components, outputs or outcomes were and were not assessed.
- **Evaluation objectives:** The report should spell out the types of decisions evaluation users will make, the issues they will need to consider in making those decisions, and what the evaluation will need to achieve to contribute to those decisions.
- **Evaluation criteria:** The report should define the evaluation criteria or performance standards used. The report should explain the rationale for selecting the particular criteria used in the evaluation.
- **Evaluation questions:** Evaluation questions define the information that the evaluation will generate. The report should detail the main evaluation questions addressed by the evaluation and explain how the answers to these questions address the information needs of users.

**Evaluation approach and methods:** The evaluation report should describe in detail the selected methodological approaches, methods and analysis; the rationale for their



selection; and how, within the constraints of time and money, the approaches and methods employed yielded data that helped answer the evaluation questions and achieved the evaluation purposes. The description should help the report users judge the merits of the methods used in the evaluation and the credibility of the findings, conclusions and recommendations. The description on methodology should include discussion of each of the following:

- **Data sources:** The sources of information (documents reviewed and stakeholders), the rationale for their selection and how the information obtained addressed the evaluation questions.
- **Sample and sampling frame:** If a sample was used: the sample size and characteristics; the sample selection criteria (e.g., single women, under 45); the process for selecting the sample (e.g., random, purposive); if applicable, how comparison and treatment groups were assigned; and the extent to which the sample is representative of the entire target population, including discussion of the limitations of sample for generalizing results.
- **Data collection procedures and instruments:** Methods or procedures used to collect data, including discussion of data collection instruments (e.g., interview protocols), their appropriateness for the data source, and evidence of their reliability and validity.
- **Performance standards:** The standard or measure that will be used to evaluate performance relative to the evaluation questions (e.g., national or regional indicators, rating scales).
- **Stakeholder participation:** Stakeholders' participation in the evaluation and how the level of involvement contributed to the credibility of the evaluation and the results.
- **Ethical considerations:** The measures taken to protect the rights and confidentiality of informants (see UNEG 'Ethical Guidelines for Evaluators' for more information).

- **Background information on evaluators:** The composition of the evaluation team, the background and skills of team members, and the appropriateness of the technical skill mix, gender balance and geographical representation for the evaluation.
- **Major limitations of the methodology:** Major limitations of the methodology should be identified and openly discussed as to their implications for evaluation, as well as steps taken to mitigate those limitations.

**Data analysis:** The report should describe the procedures used to analyze the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results. The report also should discuss the appropriateness of the analyses to the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.

**Findings and conclusions:** The report should present the evaluation findings based on the analysis and conclusions drawn from the findings.

- **Findings:** Should be presented as statements of fact that are based on analysis of the data. They should be structured around the evaluation questions so that report users can readily make the connection between what was asked and what was found. Variances between planned and actual results should be explained, as well as factors affecting the achievement of intended results. Assumptions or risks in the project or programme design that subsequently affected implementation should be discussed.
- **Conclusions:** Should be comprehensive and balanced, and highlight the strengths, weaknesses and outcomes of the intervention. They should be well substantiated by the evidence and logically connected to evaluation findings. They should respond to key evaluation questions and provide insights into the

identification of and/or solutions to important problems or issues pertinent to the decision-making of intended users.

**Recommendations:** The report should provide practical, feasible recommendations directed to the intended users of the report about what actions to take or decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation. They should address sustainability of the initiative and comment on the adequacy of the project exit strategy, if applicable. Recommendations should also provide specific advice for future or similar projects or programming.

**Lessons learnt:** As appropriate, the report should include discussion of lessons learnt from the evaluation, that is, new knowledge gained from the particular circumstance (intervention, context outcomes, even about evaluation methods) that are applicable to a similar context. Lessons should be concise and based on specific evidence presented in the report.

**Report annexes:** Suggested annexes should include the following to provide the report user with supplemental background and methodological details that enhance the credibility of the report:

- ToR for the evaluation
- Additional methodology-related documentation, such as the evaluation matrix and data collection instruments (questionnaires, interview guides, observation protocols, etc.) as appropriate
- List of individuals or groups interviewed or consulted and sites visited
- List of supporting documents reviewed
- Project or programme results map or results framework
- Summary tables of findings, such as tables displaying progress towards outputs, targets, and goals relative to established indicators
- Short biographies of the evaluators and justification of team composition

- Code of conduct signed by evaluators

## Annex #2: Sample Evaluation Matrix.

**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, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.

**Table A. Sample evaluation matrix**

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods / Tools	Indicators/ Success Standard	Methods for Data Analysis

### **Annex #3: List of References:**

1. The Project Document;
2. The project progress reports;
3. CMWU progress reports;
4. Surveying Report;
5. Comprehensive plan for heavy metals;
6. Laboratory testing manual for wastewater;
7. Laboratory testing manual for drinking water;
8. Closing ceremony presentations;
9. Results of testing the water samples;
10. Awareness materials includes:
  - A play named "Noqtet Nazam";
  - Video Clip;
  - Picturized story (coloring books);
  - Heavy metals sources & mitigation measures manual;
  - Brochure;
  - Street bill boards, stickers and banners.