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Terms of Reference

Final Evaluation of Project: Coping with Drought and Climate Change

Duration of the study (including final draft): 4 weeks

I. BACKGROUND

The Republic of Mozambique is vulnerable to the effects of climate change characterized by the occurrence of extreme events such as severe tropical cyclones, floods and droughts.

The most Vulnerable regions of the country include the Lower Limpopo Zone, Semi-Arid Interior Zones of Gaza and Inhambane, and the Upper Limpopo Zone. The combination of vulnerability to climate change and the need to create synergies with existing/ongoing efforts on drought mitigation, have favoured the selection of a pilot site within the Limpopo Basin area, namely the Guijá district.

The implementation of this project will contribute to enhancing food security and the capacity to adapt to climate change in agricultural and pastoral systems in Mozambique, through activities generating the following outcomes: (1) Farmers/pastoralists in the selected pilot sites are able to cope with drought; (2) Early warning systems provide timely and relevant information to farmers/pastoralists to assist them in coping with drought; (3) Drought preparedness and mitigation policies support farmers/ pastoralists in coping with drought; (4) Farmers/ pastoralists inside and outside the pilot sites deploy and replicate successful approaches to cope with drought. The Government of Mozambique through the Ministry for Coordination of Environmental Affairs(MICOA) has requested the UNDP for technical and financial assistance in matters related with Adaptation to the climate changes, in consistency with the implementation of the local NAPA. UNDP provided MICOA with the required assistance in order to apply to GEF funding under the Climate Change Focal Area.

The UNDP Evaluation Policy states that: "Project evaluations assess the efficiency and effectiveness of a project in achieving its intended results. They also assess the relevance and sustainability of outputs as contributions to medium-term and longer-term outcomes. Terminal evaluations (TE) provide a comprehensive and systematic accounting of performance at the end of the project cycle, considering the totality of the effort from project design, through implementation to wrap up, also considering the likelihood of sustainability and possible impacts. The target audience for a terminal evaluation is GEF Operational Focal Point, project partners and beneficiaries, UNDP at country, regional and HQ levels, UNDP Evaluation Office, GEF Secretariat and GEF Evaluation Office.

The project in question is funded by the Special Climate Change Fund, a UNFCCC fund managed by the GEF. The project title is: Coping with Drought and Climate Change and the project objective is to: *Contribute to enhancement of food security and the capacity to adapt to climate change in agricultural and pastoral systems in Mozambique (specifically in the Gaza Province, Guijá District).* The Coping with Drought project started implementation in February 2009, and is due run until June 2013.

II. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

An 'evaluation mission' should be scheduled, providing an intensive 20 days to 30 days (4 weeks) for the evaluation team to hold interviews and visit project sites, including analyze of data collected and write up at the office. The evaluation mission should be planned far enough in advance to enable interviews to be properly set up, especially to request meetings with senior Ministry officials. A detailed plan for the mission should be included in the TE inception report, which should be revised based on CO, project team and OFP inputs.



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The evaluation will properly examine and assess the perspectives of the various stakeholders. Interviews should include a wide array of interested persons including civil society, NGOs and the private sector, local ministry officials as relevant, and national ministry officials (in addition to the OFP).

Field visits are expected to the project site or a select sampling if there are multiple sites. The decision on which sites to visit should be done jointly with the CO and project team.

Data analysis should be conducted in a systematic manner to ensure that all the findings, conclusions and recommendations are substantiated by evidence. Appropriate tools should be used to ensure proper analysis (e.g. including a data analysis matrix that records, for each evaluation question/criteria, information and data collected from different sources and with different methodology).

By the end of the evaluation mission and prior to submitting a first draft evaluation report, a wrap up discussion should be organized with the country office and project team to present initial findings and request additional information as needed.

Following the review of the draft evaluation report, the evaluation team should indicate how comments have been addressed in the revised evaluation report.

The consultancy work is expected to start in the first week of April and final evaluation report to be submitted in the first week of May 2013 (upon submission and approval of the final evaluation report).

- a) Give estimated lead time for UNDP or Project Implementing Partners to review outputs, give comments, approve/accept outputs, etc.
- b) Explain special reason for urgency, if any, and serious consequence/impact of any form of delay in the completion of the work (e.g., deferment of the succeeding phase to the following year, cancellation of the budget allocation for the project, etc.)

III. EXPECTED OUTCOMES & RESULTS:

- Provide a comprehensive and systematic accounting of performance;
- Conduct a financial audit;
- Assess project design, implementation, likelihood of sustainability and possible impacts.
- Conduct an assessment/ stock taking of the achievements and impacts of the Coping with Drought project with regards to the program objectives.
- Indicate drivers and constraints in CwD project efforts to achieve the intended objectives.
- Assess the sustainability of current achievements and identify measures and recommendations to ensure long term environmental sustainability in support of the national development process and poverty reduction priorities.
- Present lessons learned and selected best practices / core strengths with relevance to future p-e mainstreaming efforts. Give recommendations to build on and/or scale up the best practices for future support to p-e mainstreaming to effectively support sustainable development.
- Conduct a needs-assessment with relevant institutions and sectors in order to identify future needs for support for p-e mainstreaming.

Tasks to be conducted by the consultant:

- Desk review of relevant documents (Coping with Drought project reports, sector plans and strategies, Mozambique key Climate change and environmental documents and policies and other relevant documentation);
- Interviews with strategic partners + focus groups + review of documents on site ;
- Interviews and field work
- Writing up the reports (draft reports and final report), including incorporating comments from stakeholders;



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The following questions should be covered by the evaluation within the scope define in the current consultancy work: **Project formulation:**

- Were the project's objectives and components clear, practicable and feasible within its time frame?
- Were the capacities of the executing institution(s) and its counterparts properly considered when the project was designed?
- Were lessons from other relevant projects properly incorporated in the project design?
- Were the partnership arrangements properly identified and roles and responsibilities negotiated prior to project approval?
- Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry?
- Were the project assumptions and risks well articulated in the PIF and project document?

Assumptions and risks:

- An assessment of the stated assumptions and risks, whether they are logical and robust, and have helped to determine activities and planned outputs.
- Externalities (i.e. effects of climate change, global economic crisis, etc.) which are relevant to the findings.

Project implementation:

- The logical framework used during implementation as a management and M&E tool
- Effective partnerships arrangements established for implementation of the project with relevant stakeholders involved in the country/region;
- Lessons from other relevant projects (e.g., same focal area) incorporated into project implementation Feedback from M&E activities used for adaptive management.

Finance/co-finance

An audit of the project accounts should be undertaken. This should assess the quality of budget management of the project. Variances between planned and actual expenditures for each project Outcome should be assessed as to whether they are commensurate with project outputs delivered and results, and reasons for any inconsistencies should be identified. The consultant should prepare recommendations for improving control mechanisms if necessary.

The evaluation should include a table that shows planned and actual co-financing commitments, as set out in [Annex 1](#). The evaluator should briefly describe the resources the project has leveraged since inception and indicate how these resources are contributing to the project's ultimate objective.

The evaluator should determine the reasons for differences in the level of expected and actual co-financing, and the extent to which project components supported by external funders was well integrated into the overall project. The evaluation should consider the effect on project outcomes and/or sustainability from the extent of materialization of co-financing.

IA and EA execution

The evaluator should assess and rate (R) the quality of Implementing Agency execution (refer to Annex 1 for the ratings table).



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Monitoring and evaluation

The evaluator should assess and rate (R) the quality of monitoring and evaluation (refer to Annex 1 for the ratings table).

Stakeholder involvement:

The evaluation should include findings on the role and involvement of key project stakeholders.

Adaptive management:

The evaluation team should take note whether there were changes in the project framework during implementation, why these changes were made and what the approval process was. In addition to determining the reasons for change. The evaluator should also determine how the changes were instigated and how these changes then affected project results.

Project results:

Results as measured by broader aspects such as: country ownership, mainstreaming, sustainability, catalytic role and impact.

Conclusions, Recommendations and Lessons

Conclusions should be comprehensive and balanced, and highlight the strengths, weaknesses and outcomes of the project. They should be well substantiated by the evidence and logically connected to the 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 project beneficiaries, UNDP and GEF.

The evaluation report should provide practical, feasible recommendations directed to the intended users of the evaluation about what actions to take and 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.

The evaluation report should include, if available, lessons that can be taken from the evaluation, including best (and worst) practices that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions.

1. DUTY STATION

The consultant expected to conduct both desk review and field work in Maputo and Gaza Province, including Guijá District where project is implemented in a full time period of maximum 4 week, including submission of both draft report and final reports to UNDP Mozambique and MICOA.

2. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

- Master (MSs) degree in Natural resources management, Climate change, disasters risk management or environmental management;



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- Minimum ten (10) years of relevant experience, preferably in areas of environment, climate change and or/disasters risk management;
- Solid experience in consultancy of working areas of climate change adaptation and environment is essential;
- Good knowledge of main climate change challenges and gender issues in Mozambique and the interventions at national level to address the challenges;
- Good knowledge of key institutions, national coordination mechanisms and their respective roles and responsibilities in the area of Climate Change and Gender Mozambique;
- Capacity to organize and facilitate meetings; excellent oral and written communication;
- Languages: Portuguese and English;
- Previous experience in evaluating programmes/projects on Climate change adaptation and its impacts;
- Previous experience of carrying out evaluations for UNDP or other UN/multilateral agencies or GEF projects impact in reducing vulnerability will be a distinctive advantage;
- Excellent analytical and reporting skills and fluency in written and spoken English are essential;
- Demonstrated ability to assess complex situations in order to succinctly and clearly distil critical issues and draw forward looking conclusions.

3. Duration of the Work -4 weeks

The Consultant will provide the following final products:

Products	Submission	Review and approvals
Inception Report , including proposed work methodology, staffing, list of literature (requested documents), list of institutions / individuals to meet etc. Work plan, indicating the timetable for the tasks to be conducted and by whom.	Within 1 week from the start of the assignment.	1 week from the submission – to be approved by UNDP Mozambique and MICOA
Draft report , including the elements stipulated per the ToRs.	Within 3 weeks from the start of the assignment	2 weeks after submission and approval by MICOA and UNDP Mozambique of the inception workshop report
Full report , incorporating the inputs provided to the draft report from the main implementing partners and Coping with Drought Project (CwD Project). The format of the report should include findings and recommendations that will guide decision makers in integrating p-e in development planning and implementation.	Within 4 weeks from the start of the assignment	1 week after submission and approval of draft report by UNDP Mozambique and MICOA



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4. EVALUATION

#	Indicator	Weight (%)
6.1.	Academic Background (Master (MSs) degree in Natural resources management, Climate change, disasters risk management or environmental management)	150
6.2	Approach to the assignment	200
	Clear methodology to be applied to conduct this consultancy,	80
	Activities framework,	40
	Deliverable timings for draft and final report	40
	Clear field and desk review approaches to be applied to better undertake this assignment	40
6.3	Technical Knowledge and Skills	300
	Proposed Work Plan and Approach	80
	Understanding of TOR and presentation of scope of task	70
	General presentation of the Proposal; sequence and logic	150
6.4	Experience in consultancy in areas of Climate Change and Environment (Minimum ten (10) years of relevant experience in areas of environment, climate change and or/disasters risk management), preferably in Southern Africa Region and or/Mozambique	200
6.5	Language Skills (Spoken)	150
	English	100
	Portuguese	50
	Total	1000

Submission of Technical & Financial proposals

The technical proposal should have as annexes: (i) CVs of the Consultant expected to undertake the work; (ii) A list of related consultancies/ contracts carried out satisfactorily, supported by credentials; (iii) A confirmation of the capacity to deliver the completed work by the set timeframe; (v) Proposed methodology of the study.

Any offer received beyond the deadline will be rejected. Any offer not submitting all information requested will be rejected. No offers will be accepted outside of the website address <http://jobs.undp.org>.



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Cancelling the Bid Procedure:

The UNDP reserves the right to cancel the bid procedure at any stage within the parameters of the UNDP Procurement Guidelines. In the event of cancellation of bid, offers will be notified of the cancellation by the UNDP, however, such offers shall not be entitled to any compensation. When the tender procedure is cancelled before the envelopes are opened, the unopened and sealed envelopes will be returned to the respective Offers.

Submission

No later than 8th March 2013 16:30.

Queries

Any request for clarification must be sent in writing via standard electronic communication to the following e-mail address: joao.fernando@undp.org. The e-mails must be clearly identified with the title "Request for clarification: IC/Proc_ Notice/001/01/2013 Coping with Drought and Climate Change Project". UNDP will respond in writing to any such solicitations by standard electronic mail

Approval of Terms of Reference

	Signature
Nadia Vaz-CPR Environment Programm Manager	<i>Nadia Vaz</i> 28/02/13
Joao Fernando- Programm Specialist CPR&E	<i>Joao Fernando</i> 28/02/13

Annex 1: Ratings table

The ratings should be based on a six point scale:

Highly Satisfactory (HS): no shortcomings

Satisfactory (S): minor

Moderately Satisfactory (MS): moderate

Moderately Unsatisfactory (MU): significant

Unsatisfactory (U): major

Highly Unsatisfactory (HU): severe

Table 3. Rating Project Performance		
Monitoring and Evaluation		Comments
Overall quality of M&E		
<i>M&E design at project start up</i>		
<i>M&E Plan Implementation</i>		
IA & EA Execution		
Overall Quality of Project Implementation/Execution		
<i>Implementing Agency Execution</i>		
<i>Executing Agency Execution</i>		
Outcomes		
Overall Quality of Project Outcomes		
<i>Relevance</i>		
<i>Effectiveness</i>		
<i>Efficiency</i>		
Catalytic Role		
<i>Production of a public good</i>	yes/no	
<i>Demonstration</i>	yes/no	
<i>Replication</i>	yes/no	
<i>Scaling up</i>	yes/no	
Sustainability		
Overall likelihood of risks to Sustainability:		
<i>Financial resources</i>		
<i>Socio-economic</i>		
<i>Institutional framework and governance</i>		
<i>Environmental</i>		
Overall Project Results		



Annex 2: Sample Evaluation report outline

Title and opening page

Provide the following information:

Name of the UNDP/GEF project

UNDP and GEF project ID#s.

Evaluation time frame and date of evaluation report

Region and countries included in the project

GEF Operational Program/Strategic Program

Executing Agency and project partners

Evaluation team members

Acknowledgements

Executive Summary

2 -3 pages that:

Briefly describe the project evaluated

Explain the purpose and objectives of the evaluation, including the audience

Describes key aspects of the evaluation approach and methods

Summarizes principle conclusions, recommendations and lessons

Acronyms and Abbreviations

(See: UNDP Editorial Manual¹)

Introduction

Purpose of the evaluation

- Briefly explain why the terminal evaluation was conducted (the purpose), why the project is being evaluated at this point in time, why the evaluation addressed the questions it did, and the primary intended audience.

Key issues addressed

- Providing an overview of the evaluation questions raised .

Methodology of the evaluation

- Clear explanation of the evaluation's scope, primary objectives and main questions. The Evaluation ToR may also elaborate additional objectives that are specific to the project focal area and national circumstances, and which may address the project's integration with other UNDP strategic interventions in the project area
- Stakeholders' engagement in the evaluation, including how the level of stakeholder involvement contributes to the credibility of the evaluation findings, conclusions

¹ UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008



- and recommendations.

Structure of the evaluation

- 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

Evaluation Team

- Briefly describing the composition of the evaluation team, background and skills and the appropriateness of the technical skill mix, gender balance and geographical representation.

Ethics

- The evaluators should note the steps taken to protect the rights and confidentiality of persons interviewed (see UNEG 'Ethical Guidelines for Evaluators' for more information).² Attached to this report should be a signed 'Code of Conduct' form from each of the evaluators.

Project Description and development context

Project start and duration

Problems that the project seeks to address

Immediate and development objectives of the project

Main stakeholders

Findings

(In addition to a descriptive assessment, all criteria marked with (*) should be rated³)

Project Formulation

Analysis of LFA (Project logic /strategy; Indicators)

Assumptions and Risks

Lessons from other relevant projects (e.g., same focal area) incorporated into project implementation

Stakeholder participation (*)

Replication approach

Cost-effectiveness

UNDP comparative advantage

Linkages between project and other interventions within the sector, including management arrangements

² UNEG, 'Ethical Guidelines for Evaluation', June 2008. Available at:
<http://www.uneval.org/search/index.jsp?q=ethical+guidelines>

³ The ratings are: Highly Satisfactory, Satisfactory, Marginally Satisfactory, Unsatisfactory



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Project Implementation

The logical framework used during implementation as a management and M&E tool

Effective partnerships arrangements established for implementation of the project with relevant stakeholders involved in the country/region

Feedback from M&E activities used for adaptive management

- Financial Planning
- Monitoring and evaluation (*)
- Execution and implementation modalities
- Management by the UNDP country office
- Coordination and operational issues

Project Results

Attainment of objectives (*)

Country ownership

Mainstreaming

Sustainability (*)

Catalytic Role

Impact

Conclusions, recommendations & lessons

Corrective actions for the design, implementation, monitoring and evaluation of the project

Actions to follow up or reinforce initial benefits from the project

Proposals for future directions underlining main objectives

Best and worst practices in addressing issues relating to relevance, performance and success

Annexes

TOR

Itinerary

List of persons interviewed

Summary of field visits

List of documents reviewed

Questionnaire used and summary of results

Evaluation Consultant Agreement Form