

Annexes A: The ToR of the Evaluation

Request for Proposal

Date: 9, Oct 2013

Reference:

Country: Occupied Palestinian Territory (oPt)

Title of Consultancy Job: Evaluation of Project

Type of Consultancy: RFP

National Project name: Strengthening Environmental Quality Authority Regularity Functions

Period of assignment: 30 working days for two experts, distributed over a period of six (6) weeks

Duty Station: West Bank with possible site visit to Jerusalem

TERMS OF REFERENCE

1. BACKGROUND

The oPt is very vulnerable to critical environmental threats such as discharge of raw sewage into wadi, uncontrolled dumping of hazardous waste and unregulated pollutants from growing industries. The sector faces serious challenges among of which the lack of control over limited natural resources, inefficient environmental management systems, inadequate implementation of environmental policies and strategies as well as insufficient regulatory framework and weak enforcement of the environment law. The environment governance is not effective yet due to overlapping in roles and responsibilities of sector agencies and lack of inter-agency coordination in planning, monitoring and enforcement.

The project phase I, 2010-2012, and the bridging year of 2013 intend to enhance EQA's capacity for better environmental protection through improving the regulatory framework, environmental planning and monitoring. It particularly supports improving environmental monitoring and enforcement through development of bylaws, monitoring manuals, and building technical capacities in monitoring and enforcement.

The project is in line with the environment sector strategy and will contribute to reaching the 2011 – 2013 Environment Sector Strategy objectives of a) Palestinian natural resources are managed in sustainable manner, and b) the institutional and legal environment framework is strong and effective. It is also in consistent with PAPP development for freedom: consolidated plan of assistance for years 2012-2014 to strengthening environment governance in oPt through enhancement of the capacities of environment sector agencies. The project is funded by Sida (Swedish Development Cooperation Agency).

2. OBJECTIVES OF THE ASSIGNMENT:

- To assess the performance of the project in relation to achieving the indented results
- Developing recommendations for further future programming Drawing key lessons learned in terms of strength and weaknesses to contribute to organizational learning

3. EVALUATION SCOPE AND CRITERIA:

Quality and Relevance of Design

Assess the continuing appropriateness and relevance of the Design. The project context, threats and opportunities may have changed during the course of the project. Assess what adjustments have been made and what others might be necessary. In particular:

- To what extent does the project respond to priority issues?
- To what extent are the objectives of the project still valid?
- Is the project team planning the most appropriate strategies?
- Are there any major risks or 'killer assumptions' that are currently not being taken into account?
- Do stakeholders care about the project and believe it makes sense?

Effectiveness

Assess the major achievements of the project to date in relation to its stated objectives and intended results. Focus on the higher level results.

- Assess what has been achieved, the likelihood of future achievements, and the significance/ strategic importance of the achievements
- Include also qualitative evidence e.g. opinions on the project's effectiveness based on impressions and interviews with target groups, partners, government, etc.
- Describe any major short-comings of the project to date, explaining the reasons behind them.
- Describe any unforeseen impacts (whether positive or negative).
- Identify any exceptional experiences that should be highlighted e.g. case-studies, stories, best practice

Efficiency of Planning and Implementation

Assess to what extent resources are being used economically to deliver the project. Are plans being used, implemented and adapted as necessary? And assess other program management factors important for delivery

Impact

Assess to what extent is the project contributing to a long-term positive effects and does it make a difference.

Potential for sustainability, replication and up scaling

Assess the key factors affecting **sustainability** of the project, such as:

- What are the social and political parameters that contribute to the acceptance of the project?
- Will the project contribute to lasting benefits? Which organisations could/ will ensure continuity of project activities in the project area?

- Is there evidence of possible up scaling or replicating of project activities beyond the immediate project scope? Is such replication or magnification likely?
- Assess whether the project
- is considered as delivering **value for money** for its present scope/ scale of impact. What are the cost implications for scaling up impact?
- Are there savings that could be made without compromising delivery?
- Assess and make recommendations on the key **strategic options** for the future of the project i.e. exit strategy, scale down, replication, scale-up, continuation, major modifications to strategy
- Comment on any existing plans
- Make recommendations in addition.

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 file to implement the followings:

- 1- Prepare an evaluation workplan: The consultant shall prepare a workplan that describes how the evaluation will be carried out and the time table for each activity. The workplan should address the followings:
 - Overview of the project
 - Expectations of evaluations
 - Roles and responsibilities
 - Evaluation methodology
 - Evaluation frame work
 - Information collection and analysis
 - Reporting
- 2- Data Collection: Data should be collected through field observations, interviews, focus groups, questionnaires, participatory methodologies that the consultant shall include with project counterparts and the stakeholders. All visits and meetings shall be coordinated through the Project manager and the project assistant.
- 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 in the project design and implementation. It should also pinpoint all measures that can be taken into consideration in order to enhance the sustainability of the project outputs.

5. DELIVERABLES:

- An inception report is to be submitted one week after signing the contract. The inception report should include the project site visits plan.
- Draft evaluation report should be submitted five weeks after signing the contract.
- Briefing for the project team by week # 6

- Final evaluation report will be submitted three days after receiving the comments from UNDP/PAPP and the project counterparts on the draft evaluation report.

6. DOCUMENTS TO BE CONSULTED:

A list of important documents that the evaluators should read at the outset of the evaluation and before finalizing the evaluation design. This should be limited to the critical information that the evaluation team needs. Data sources and documents may include:

- Project document
- Latest Annual work plans
- progress reports
- Key outputs produced
- Partnership arrangements e.g. agreements of cooperation with ministries

7. REQUIRED FORMAT FOR THE EVALUATION REPORT :

Executive Summary (1-4 pages):

- Brief project description and context
- Purpose and expected use of the evaluation
- Objectives of the evaluation
- Summary of the evaluation methodology
- Principle findings and conclusions, especially relating to project goals / targets
- Key recommendations
- Summary of lessons learned, strength and weakness

8. LEVEL OF EFFORTS:

It is estimated that this assignment will need 30 working days to accomplish which will be distributed over a period of six (6) weeks. It is anticipated that the work will start during the first week of Nov 2013.

9. LOGISTICS

The consultant will be contracted by the UNDP/PAPP. His/her work will be facilitated and supervised by the Programme Manager. The consultant will report to the UNDP Programme Manager.

Notes: All required information about the project will be provided.

10. EVALUATION ETHICS

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

11. PAYMENT TERMS:

Payments are based upon output, i.e. upon delivery of the services specified in the TOR:

Milestone	% Payment	Target Date
Upon satisfactory Completion of the Inception Report	25 %	15 Nov 2013
Upon Satisfactory Completion of the Evaluation Report	75%	10 Dec 2013

Feedback on the outputs will be made within two weeks after the submission is made by the Consultant.

All payments will be issued upon certification of UNDP Programme Manager.

12. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS for Two Experts

I. Academic Qualifications (*this is an in-out criteria*):

A team of two experts one with minimum postgraduate degree in Environmental Studies, Engineering or related fields and the other with postgraduate degree in public administration or related fields.

II. Years of experience:

- The team leader should have proven experience (at least 10 years) in environmental management projects and related fields.
- Minimum five (5) years' experience in results based management and evaluation of environmental projects.
- Experience in financial management
- Proven experience in management issues.
- Excellent oral and written communication skills in English and Arabic.
- Solid analytical and conceptual skills and the ability to think creatively.
- Good knowledge of local context (culture, politics, and geography).

- A second expert should have 10 years of experience in capacity building
- Proven experience in management issues.
- Excellent oral and written communication skills in English and Arabic.
- Solid analytical and conceptual skills and the ability to think creatively.
- Good knowledge of local context (culture, politics, and geography)

III. Competencies:

- Good knowledge of capacity building tools and techniques
- Adequate knowledge in environment.

- Enough knowledge of national environmental plans, bylaws and EQA strategies, procedures and agreements