



## TERMS OF REFERENCE

<b>Title:</b>	Evaluation Consultant: Final Evaluation of the Project Increased Resilience to Respond to Emergency Situations
<b>Projects:</b>	Increased Resilience to Respond to Emergency Situations
<b>Reporting to:</b>	Portfolio Manager
<b>Duty Station:</b>	Belgrade, at least three mission to project locations in Serbia
<b>Contract Type:</b>	Individual Contract (IC) or Reimbursable Loan Agreement (RLA)
<b>Duration:</b>	25 working days within the period March – April 2016

### Background

#### **Purpose**

To undertake the terminal evaluation of the project: "Increased Resilience to Respond to Emergency Situations" and to make recommendations that might improve design and implementation of other related UNDP projects.

#### **Objective**

This terminal evaluation is intended to assess the *relevance, efficiency, effectiveness, sustainability and impact* of the project, including the contribution to capacity development and the synergies with other emergency situation projects. It will also identify and document lessons learned, and make recommendations that might improve design and implementation of other related UNDP projects, especially projects related to the crisis.

#### **Background Information**

The United Nations Development Programme (UNDP) is providing assistance to the Serbian Government, namely the Government Office for Reconstruction and Flood Relief and Sector for Emergency Management.

The duration of the project "Increased Resilience to Respond to Emergency Situations" is 12 months, with four main components:

1. Local Infrastructure
2. Enhancing municipal capacities for disaster preparedness in line with the EU Civil Protection Mechanism
3. Supporting women's NGOs in advocating for participation of women in disaster risk management and planning and in strengthening security of women in a crisis

#### 4. Landslides rehabilitation

Project also supported the country's commitments to the Sendai Framework, and EU accession negotiations in the field of Disaster Risk Reduction in accordance with Chapter 27 Environment and EU domestic action on resilience. Some activities targeted public awareness and as well as the capacity development of government planners about issues related to disasters, local development plans and priorities.

The project primarily supported designs or implementation of small scale infrastructural works, including the reparation and improvement of the water supply system (replacements/repairation of water pumps, cleaning and reparation of the water supply system, etc.), wastewater treatment, and sanitation improvements at the municipal level (unclogging and reconstruction works on the sewage and collection systems, etc.). The goal was to improve public utility infrastructure that was damaged during the floods and support municipalities in developing technical design documentation for larger scale infrastructure investments and enable them to access EU, multilateral and bilateral funding.

The details about the Project progress can be found at the UNDP web page:

[http://www.rs.undp.org/content/serbia/en/home/operations/projects/crisis\\_prevention\\_and\\_recovery/aaa.html](http://www.rs.undp.org/content/serbia/en/home/operations/projects/crisis_prevention_and_recovery/aaa.html)

as well as on facebook <https://www.facebook.com/Disaster-Risk-Reduction-in-Serbia-515009058681722/>, and twitter page: <https://twitter.com/DRRSerbia>

#### **Duties and Responsibilities**

##### **a. Scope of work**

The final evaluation will be conducted according to the guidance, rules and procedures established by UNDP.

The evaluator should assess *relevance, efficiency, effectiveness, sustainability* and *impact* of the project. All criteria should be rated using a six-point rating scale: *6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory*. All ratings given should be properly substantiated.

More specifically the purpose of the TE is:

- To assess overall performance against the project objective and outcomes as set out in the Project Document and other related documents;
- To assess the effectiveness of the project;
- To analyze the efficiency of the implementation and management arrangements of the project;
- To assess the progress towards achievement of the outcomes;
- To list and document initial lessons concerning project design, implementation and management;
- To assess project relevance to national priorities;
- To provide lessons learned and recommendations that will help to improve the formulation of future similar projects.

## b. Methodology

The evaluation approach has to respond to standard international practices in project evaluation, as well as practices in evaluation of UNDP projects. The proposed steps in conducting the evaluation will be:

- Review of project documentation, monitoring records and progress and other relevant reports;
- Initial meeting with Project Team to agree on the specific design and methods for the evaluation, what is appropriate and feasible to meet the evaluation purpose and objectives. Agree on the evaluation questions that will need to be answered, given limitations of time and extant data;
- Organization of interviews with key staff involved in the project implementation;
- Prepare inception report with evaluation matrix;
- Discussions with members of the project team, donor – the Government of Japan, and project beneficiaries to assess project's relevance and effectiveness of project implementation, take note of their perceptions of accomplishments and potentials for further development. Objectively verifiable data should be collected whenever available, to supplement evidence obtained through interviews and focus group discussions;
- Beneficiaries should include, but not limit to the following: Government Office for Reconstruction and Flood Relief, Public Water Company "Srbijavode", Ministry of Energy and Mining, State Geological Survey, Faculty of Geology and Mining, and at least 5 municipalities, at evaluators' discretion.
- Prepare Draft Report with recommendations for improvement and present it to the Project Team, Implementing Partner and beneficiaries;
- Incorporate received feedback into the Final Report;
- Prepare the Final Report.

A following set of information sources about the project will be made available to the Evaluator:

- Project documents;
- Progress reports;
- Key documents produced by the project.

## c. Deliverables and Timeline

It is expected that the evaluation will be completed within 25 working days, with the following deliverables due:

<b>Deliverables</b>	<b>Deadline</b>
Inception report including work plan and evaluation matrix <sup>1</sup> prepared and accepted by UNDP	10 days upon signing the contract
Draft Evaluation Report with recommendations for the improvement of design and preparation for future DRR projects presented to the Project Team, Implementing Partner and beneficiaries	20 days upon signing the contract
Final Evaluation report with Executive Summary prepared and accepted by UNDP	5 days upon receiving comments from UNDP

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<sup>1</sup> Evaluation matrix will be shared with the evaluator during the initial meeting

	on the draft report
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**Skills and Competencies**

- Excellent analytical skills;
- Displays ability to synthesize research and reach empirically based conclusions on related subject;
- Strong writing skills;
- Proven capacity to produce reports;
- Displays capacity to provide experienced advice on best practices;
- Possesses knowledge of inter-disciplinary development issues;
- Focuses on result for the client and responds positively to feedback;
- Good application of Results-Based Management;
- Good communication, coordination and facilitation skills;
- Consistently ensures timeliness and quality of work;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Demonstrates integrity by modeling ethical standards.

**Qualifications and Experience**

*Education:*

A university degree in the project related field. MA would be considered a strong asset.

*Work experience:*

- Minimum 5 years of relevant professional experience, preferably in international/multilateral development context;
- Previous experience in project evaluation methodologies;
- Proven experience of engagement with National Communications and Biennial update Reports;
- Previous assignments in the role of relevant senior expert positions would be considered as an asset.

*Knowledge*

- Knowledge of UNDP, evaluation policy, norms and standards;
- Knowledge of IPCC Methodologies, Guidelines, UNFCCC documents and the EU legislation and Sendai Framework;

*Personal qualifications*

- Ability to deliver when working under pressure and within changing circumstances;
- Consistently approaches work with energy and a positive, constructive attitude;
- Excellent interpersonal skills.

*Language:*

- Fluency in English, knowledge of Serbian shall be considered as an asset.

**Application Procedure:**

Qualified and interested candidates are asked to submit their applications via UNDP Web site: [UNDP in Serbia](#) under section “Jobs”.

- Letter of Interest containing the following information:
  - (i) Explaining why the candidate is the most suitable for the work
  - (ii) Provide a brief methodology on the approach to the work and how it will be conducted (max. 300 words)
- Updated and signed P11 (PDF format)
- Financial offer – lump sum (including fee, travel costs and DSA)
- List e-mail contacts of three referees in P11 (section 26 & 29)

**The above information should be included in the following documents:**

- Offeror’s Letter to UNDP confirming Interest and availability for the Individual Contractor (IC) Assignment. Document can be downloaded from the following: <http://www.undp.org.rs/download/ic/Confirmation.docx> (only PDF will be accepted).
- Updated and signed P11, in PDF format, containing e-mail contacts of at least three referees (section 26 & 29). P11 can be downloaded from the following: <http://www.undp.org.rs/download/ic/P11.doc>.

**Additional Information:**

- An Individual Contract (IC) will be applicable for individual consultants applying in their own capacity. If the applicant is employed by any legal entity, an IC will be issued upon the submission of a consent letter from the employer acknowledging the engagement with UNDP. A template of General Conditions on IC can be found on: <http://www.rs.undp.org/download/ic/Confirmation.docx>
- A Reimbursable Loan Agreement (RLA) will be applicable for applicants employed by any legal entity. A template of RLA with General Terms and Conditions can be found on: <http://www.rs.undp.org/download/RLA%20with%20General%20Terms%20and%20Conditions.doc>. In the case of engagement of Civil servants under an IC contract modality a no-objection letter should be provided by the Government entity. The ‘no-objection’ letter must also state that the employer formally certifies that their employees are allowed to receive short-term consultancy assignment from another entity without being on “leave-without-pay” status (if applicable), and include any conditions and restrictions on granting such permission, if any. If the previous is not applicable ‘leave-without-pay’ confirmation should be submitted.

**Engagement of Government Officials and Employees**

- Government Officials or Employees are civil servants of UN Member States. As such, if they will be engaged by UNDP under an IC which they will be signing in their individual capacity (i.e., engagement is not done through RLA signed by their Government employer), the following conditions must be met prior to the award of contract:
  - (i) A “No-objection” letter in respect of the individual is received from the Government employing him/her, and;

(ii) The individual must provide an official documentation from his/her employer formally certifying his or her status as being on “official leave without pay” for the duration of the IC.

- The above requirements are also applicable to Government-owned and controlled enterprises and well as other semi/partially or fully owned Government entities, whether or not the Government ownership is of majority or minority status.

UNDP recognizes the possibility that there are situations when the Government entity employing the individual that UNDP wishes to engage is one that allows its employees to receive external short-term consultancy assignments (including but not limited to research institutions, state-owned colleges/universities, etc.), whereby a status of “on-leave-without-pay” is not required. Under such circumstances, the individual entering into an IC with UNDP must still provide a “No-objection” letter from the Government employing him/her. The “no objection” letter required under (i) above must also state that the employer formally certifies that their employees are allowed to receive short-term consultancy assignment from another entity without being on “leave-without-pay” status, and include any conditions and restrictions on granting such permission, if any. The said document may be obtained by, and put on record of, UNDP, in lieu of the document (ii) listed above.

**ANNEX I**  
**(Integral part of ToR)**  
**Evaluation Report<sup>2</sup>**

**Purpose/Description of the Evaluation Report:**

The evaluation report is the key product of the evaluation process. Its purpose is to provide a transparent basis for accountability for results, for decision-making on policies and programmes, for learning, for discussing lessons and for improvement.

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**Format:**

The Evaluation Report (up to 30 pages) should, at least, include the following contents:

- **Executive summary**
- **Introduction and evaluation process overview**
  - Projects' background
  - Methodology of the evaluation
  - Structure of the evaluation

**The Project and its development context**

- Project start and its duration
- Implementation status
- Problems that the project seeks to address
- Immediate and development objectives of the project
- Main stakeholders
- Results expected

**Technical analysis of information reported in the SNC**

- Scope of the technical analysis
- Overview of the elements of information reported
- Technical analysis of the information reported
- Identification of capacity-building needs

**Technical analysis of information reported in the FBUR**

- Scope of the technical analysis
- Overview of the elements of information reported
- Technical analysis of the information reported
- Identification of capacity-building needs

- **An analysis of the situation with regard to the outcomes, the outputs and the partnership strategy**
- **Key findings (including best practice and lessons learned, assessment of performance)**
  - Project formulation
  - Implementation approach
  - Country ownership
  - Stakeholder participation

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<sup>2</sup> Evaluator will be provided with the evaluation matrix format when the mission starts.

- Replication approach
  - Cost-effectiveness
  - UNDP comparative advantage
  - Links between project and other interventions within the climate change activities in Serbia
  - Management arrangements
    - Implementation
      - Financial planning
      - Monitoring and evaluation
      - Execution and implementation modalities
      - Management by the UNDP country office
      - Coordination and operation issues
      - Identification and management of risks (adaptive management)
  - Results
    - Attainment of objective
    - Prospects of sustainability
- **Conclusions and recommendations**
    - Recommendations for the improvement of design and preparation of future National Communications and Biennial Update Reports
    - Concrete inputs for preparation of the future National Communications and Biennial Update Reports, including the main elements that each chapter of the projects should contain, methodologies to be applied etc.
    - Actions to strengthen or reinforce benefits from the National Communications and Biennial Update Reports

#### Annex

Documents and information used during the technical analysis



**ANNEX II**  
**(Integral part of ToR)**  
**Ethical Code of Conduct for UNDP Evaluations**

Evaluations of UNDP-supported activities need to be independent, impartial and rigorous. Each evaluation should clearly contribute to learning and accountability. Hence evaluators must have personal and professional integrity and be guided by propriety in the conduct of their business.

**Evaluators:**

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. May sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that the evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

<b>Evaluation Consultant Agreement Form<sup>3</sup></b>
<b>Agreement to abide by the Code of Conduct for Evaluation in the UN System</b>
<b>Name of Consultant:</b> _____
<b>Name of Consultancy Organization</b> (where relevant): _____
<b>I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.</b>
Signed at <i>place</i> on <i>date</i>
Signature: _____

<sup>3</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)