



Terms of Reference (TORs) for the Final Evaluation of Sindh Drought Resilience Program (SDRP) in Umerkot and Tharparkar, Sindh

March 2021

1. Background

Concern Worldwide is an international, non-governmental, humanitarian organization dedicated to the reduction of suffering and working towards the ultimate elimination of extreme poverty in the world's poorest countries. Concern has been working in Pakistan since 2001, when it initiated an emergency response program to address the Afghan refugee crisis in Balochistan. Concern later moved into emergency, early recovery, and long-term development programming in Balochistan, Khyber Pakhtunkhwa (KP), Punjab and Sindh.

Concern has been implementing the USAID/ Bureau of Humanitarian Assistance (BHA) -funded Sindh Drought Resilience Program (SDRP) in Tharparkar and Umerkot districts of Sindh, Pakistan. The basic objective of this program is to increase the resilience of vulnerable communities to mitigate and cope with ongoing drought and other natural disasters. The program is in line with national DRR and USAID/ BHA's priorities aimed at to assist in early recovery and building resilience of drought-affected communities, which are extremely vulnerable and exposed to drought risk.

With the support of USAID/ BHA, Concern is providing assistance to the drought affected population through Sindh Drought Resilience Program (SDRP) with following key objectives:

- To increase the resilience of vulnerable communities to mitigate and cope with ongoing drought and other natural disasters and to strengthen local institutions' capacity in target districts to manage natural disasters;
- To increase the resilience of drought affected vulnerable communities and local institutions through mobilization, awareness raising, capacity building, better planning and early warning system to holistically reduce the loss of lives and mitigate the drought effects;
- To improve food security and livelihoods option of the target drought-affected communities of districts Tharparkar and Umerkot
- To help people restore and improve their livelihoods and support key market systems to return to full functionality and to reduce the economic and social impact of disasters.
- To build resilience of drought affected communities against WASH associated public health risks thorough improved access to water, and hygiene knowledge and practices.

2. Purpose of the consultancy

The overall purpose of summative evaluation is to evaluate the Sindh Drought Resilience Program (SDRP). This evaluation will have a particular emphasis on the relevance, coherence, coverage, efficiency, effectiveness, impact and connectedness of the intervention carried out and approach adopted. This will allow the consultant to extract lessons learnt and recommendations regarding both operational and programming aspects. This evaluation should yield some lessons learnt from the

perspective of USAID/ BHA's overall resilience focused program as well as National Disaster Management Authority's priorities and plans. It should capture achievements of the program's results and indicators, and the initial impact of the action in the light of theory of change and M&E plan.

Considering DAC criteria for program evaluation, which includes relevance, coherence, efficiency, effectiveness, impact and sustainability, the major questions to look into throughout the evaluation are as follows. This exercise will also explore the questions related to coordination and cross cutting themes such as human resources; protection; participation of primary stakeholders; coping strategies and resilience; gender equality; HIV/AIDS; and the environment.

- Assess the appropriateness, efficiency, effectiveness, impact, and sustainability of the program in Tharparkar and Umerkot districts.
- Assess the coherence of the DRR component as a standalone and its cross cutting links with other sectoral interventions, including an assessment of the partnership and coordination mechanisms.
- Assess the success and impact of participatory approaches used in program implementation.
- Identify lessons to be learned to inform the future program i.e. formation of local community structures at various levels, their linkages, initiatives taken
- To suggest practical recommendations for replication of the program in different context of the country (recommendations need to be specific, practical/feasible and achievable).

Addressing these evaluation objectives will require the evaluator to consider the following guiding questions:

Relevance/Appropriateness of the program design:

- To what extent the program is suited to the particular needs, expectations and priorities of the target communities, local authority, and the donor in particularly addressing drought early recovery and mitigation.
- How much the program is aligned with the National, Provincial and District Disaster Risk Reduction priorities, principals of inclusions, gender equality and How Concern Understand Extreme Poverty?
- To what extent the program meet its stated objectives.

Efficiency in use of resources:

- Could the same or better results have been achieved with same or lower inputs or by doing things differently?

Effectiveness of program interventions:

- Did the activities achieve satisfactory results in relation to stated objectives/results? How did the program perform against the log frame indicators? Were there any unintended consequences/outcomes?
- To what extent have the activities contributed to enhancing local communities resilience and if not why?

- What is the effectiveness of a) drought mitigation measures and b) Early Warning System?

Sustainability/ Connectedness:

- To what extent are the benefits of the program likely to continue after the completion of the program? Were the various installations/infrastructures properly handed over to the relevant stakeholders? If not, why not?
- What are the major factors, which influenced the achievement or non-achievement of sustainability of the program? How will the demonstration of various approaches and techniques work for replication at a considerable scale?
- Is the sustainability strategy fully understood by the partners and therefore reflected in their planning? How was this managed at the end of the funding period?

Coverage:

- Who was supported by humanitarian action, and why.
- Have we reached major drought-affected communities, which are extremely vulnerable and exposed to drought risk?

Coordination/ Coherence/Participation of primary stakeholders

- How well did the program coordinate with Government line departments during design and implementation of program? To what extent has this cooperation resulted in better programming? How they will play their role in sustainability of program interventions e.g. DRM plans, EWEA, EWA, agriculture, livestock etc.

Impact:

- To what extent the program contributed in building resilience of communities (improving food security and livelihoods of the target drought-affected communities as well as access to water and hygiene practices).
- How this program contributed to communities' resilience for disasters through development of DRM Plans, Awareness Raising and establishing community level DRM institutions.
- How the program contributed in preparing communities to cope and withstand in disasters?
- How the program contributed in gender equality and empowering women to take active part in the disaster risk management activities.

Integration of Cross Cutting Issues:

- How well did the program integrate gender equality, HIV & AIDS, disability and environment?
- To what extent was 'accountability to beneficiaries' promoted and the progress made against the achievement of Core Humanitarian Standard (CHS) improvement plans? To what extent were complaints addressed?
- How the institutionalization of drought mitigation interventions of the program contributed to the overall community resilience?
- What opportunities the impending local government system offers to this program and how best the interventions can benefit from those opportunities?

Replicability:

- What aspects of the program are replicable in similar areas in Pakistan and elsewhere?
- Under what circumstances and/or in what contexts would the program be replicable?

Lessons learned, information sharing and dissemination:

- Were there any significant changes in the program design or the program context? What were the reasons for these and can any useful lessons is learned from this for application elsewhere?
- Based on the lessons learned verify a causal relationship between program and observed changes and estimate its contribution to the change.

Recommendations:

- Targeted recommendations for (a. Concern and implementing partners, b. government and c. donors) for improvements based on findings during the evaluation process (e.g. for sustainability, future program design).

3. Evaluation Methodology:

The evaluation process should comprise of mixed model approach to collect both quantitative as well as qualitative data. The process should include:

- A desk review of program key documents
- Primary data collection from sampled program beneficiaries to assess the effectiveness, efficiency and impact of the program activities at household level and community level.
- Focus Group Discussion (FGDs) with beneficiaries, stratified based on nature of different activities, for triangulation of data and other findings. The process should be participatory to the extent possible.
- Interviews with program staff (Concern and Partner) and stakeholders including government departments (DDMA, PDMA and NDMA) and other stakeholders to collect information on achievements and impact and difficulties faced.
- Meetings with the senior management of Local NGO Partners to document their perception about change in the organizational capacity because of this program.
- Presentation of draft findings to a) field/partners’ staff and b) Islamabad based staff. These feedback sessions will help to finalize the conclusions for the report
- Submission of the draft evaluation report to Concern for feedback. Incorporation of Concern’s feedback in the draft report. This should have a 3 page executive summary designed as a stand-alone document as well.
- Submission of final report following comments received from Concern on the draft report within the period agreed.
- The evaluation consultant should consider the DAC criteria and cross cutting issues and provide an appraisal of how well the, intervention has fared against each using the following grading scale, where:

4	Outstanding performance
3	performance in line with what would be expected of a well-functioning organization

2	generally acceptable performance but with some clear, and documented, shortcomings
1	barely acceptable performance with some major shortcomings and reservations
0	totally unacceptable performance or insufficient data to make an assessment

4. Deliverables

The evaluator(s) will produce/submit a report in hard and soft form along with relevant annexes (in Microsoft Word using Times New Roman font 12). The report should include:

- Basic information (1 page)
- Executive summary (max. 3 pages)
- Introduction/background of the program (1 page)
- Evaluation methodology
- Major findings against the objectives of the evaluation (i.e. serial number 2 above) , coupled with an appraisal and scoring each of the DAC criteria on a scale of 0-4
- Summary of targeted recommendations/ lessons
- Success stories/case studies
- Annexes: Evaluation ToRs, evaluation schedule, list of persons interviewed and sites visited, documents consulted declaration of independence from the program team, data collection tools and raw data, and the updated program M&E plan.

Note: Main evaluation report (without annexes) will not exceed 30 pages to keep audience straight to the main point.

5. Duration

The evaluator will complete the work over a period of thirty (30) working days beginning, tentatively, in the Last week of June 2021. (please note the start/ end date of the assignment may change due to unavoidable circumstances in which case a revised timeframe will be drawn up with the mutual agreement of both parties) at the date of signature of the contract and ending with the acceptance of the final report.

6. Reporting Line

The evaluator will report to Concern’s Director of Program and will liaise closely with the Program Manager Sindh, E&DRR Adviser, MER Specialist and partners staff.

7. Evaluators’ Expertise

- Advanced University degree (at Master’s degree level or higher) in Disaster Risk Reduction, Climate change, Environment, Research and/or related field.
- Proven knowledge of development sector particularly in the fields of community resilience along with the knowledge of financial and economic analysis.
- At least 5-8 year experience of conducting evaluations of development programs especially resilience and drought mitigation related programs.

- Experience in the use of participatory methodologies and developing gender sensitive evaluation methodologies
- Familiarity with DAC criteria for evaluating development assistance
- Excellent analytical, facilitation and reporting skills
- Knowledge of the Government of Pakistan's DRM policies, frameworks and architect
- Good understanding of the local context, knowledge, culture and languages will be an advantage.
- While applying, please note that the evaluator will be assessed on following areas:
- Understanding the context
- Technical approach
- Relevant assignments/programs experience
- Overall budget/ costs, and
- Proposed evaluation team

8. Applications

This consultancy is open to national applicants due to easy mobility, access to program-specific locations and travel restrictions due to COVID. Individuals as well as consultancy firm having the requisite skills/ experience are eligible to apply. The above-mentioned tasks to be performed are intended as a guide and should not be viewed as an inflexible specification as it may be modified following discussion with the selected consultant or firm.

Interested consultant/ firm should send the following documentation in sealed envelopes to Ground Floor, Ufone Tower, Plot# 55-C, Jinnah Avenue, Blue Area, Islamabad, Pakistan by the deadline of May 02, 2021 by 1600 hrs maximum.

- Cover letter detailing the consultant's/firms' suitability for the assignment and current contact information
- A short description of methodology to undertake the assignment
- Profiles/ CVs of key person(s) to be engaged.
- At least one relevant example (sample report) of previous assignment of similar nature carried out preferably in Pakistan with international NGOs/ UN agency (Concern will strictly ensure the confidentiality of the reports.)
- Technical proposals should be submitted in a sealed envelope. The weights for evaluation of technical and financial aspects are 70% and 30% respectively.
- Please clearly write consultancy title on left upper corner of outer envelope.
- Any queries related to this consultancy assignment can be directed to Pakistan.hr@concern.net before 1100 hrs, April 26, 2021. Queries submitted after deadline will not be responded.

Note: Consultancy companies shortlisted based on Technical proposals will be asked to submit their financial proposals.