**Terms of Reference**

**International Consultant for the final review of the Programme**

**“Catalytic Support to Implement the UN Convention to**

**Combat Desertification in West Asia and North Africa - Phase V”**

*September 2016*

Location: Home based with a mission to Lebanon

Type of Contract: Individual Contract

Post Level: International Consultant

Languages Required: English; French an asset

Duration of Initial Contract: 14 days

Expected Duration of Assignment: 1 November 2016-30 November 2016

1. ***Background***

The Programme of Catalytic Support to implement the UN Convention to Combat Desertification in West Asia and North Africa is the Arab States component of IDDP. It was launched in January 2001 to advance UNCCD implementation in West Asia and North Africa. An integrated approach to drylands development was adopted, stressing poverty-environment linkages and focusing on enhancing the conditions of affected livelihoods and ecosystems. To date, Programme performance has been assessed by four independent evaluations, the latest of which in June 2011. Overall, these evaluations noted the effectiveness of the Programme in terms of its contribution to drylands development and UNCCD implementation in partner countries; it also highlighted its efficiency in making catalytic use of official development assistance to mobilize development resources and advance sustainability in the drylands.

The Programme is implemented by the UNDP [Global Policy Centre on Resilient Ecosystems and Desertification (GC-RED)](http://www.undp.org/gc-red), former Drylands Development Centre), within the framework of its Integrated Drylands Development Programme, a global initiative designed to advance sustainable development in drylands. It is based in Beirut, Lebanon, and funded by the Government of Finland with contributions from UNDP and partner countries. It currently serves six countries namely Algeria, Morocco, Tunisia, Jordan, Lebanon, and Syria.

Phase V of the Programme started in January 2013 for a 4-year period and a Finnish contribution of €3.0 million. The preparatory work for the design of this phase was intensive. An independent review commissioned by the Government of Finland and UNDP was carried out in June 2011 to assess the performance of the Programme, its development impacts (until end of Phase IV) and to determine the relevance of continuing Finnish support beyond 2012. The evaluation concluded to the strong performance of the Programme and recommended its extension. Based on the results of this evaluation and consultations with partner countries, a proposal for this new programme Phase was developed and approved by the Government of Finland.

An inception period was then agreed with the Government of Finland covering 3-month between 1 January and 31 March 2013. Its objective was to further develop the results framework of the Programme, based on extensive consultations with partners, to better guide the design of interventions and the reporting on results. As such, a “Results Monitoring Framework” (RMF) was developed, clearly defining indicators, baselines and targets to be achieved under each result by the end of the Programme phase.

An appraisal mission was also commissioned by the Government of Finland in March 2013 to assess programme design, the results framework, work plan and budget. The appraisal mission concluded to the relevance of the proposed interventions and to the logic and feasibility of Programme design, objectives, results and activities as defined in the inception report. The budget and timeframe were judged realistic and improvements were proposed to the RMF which was then amended accordingly. It was agreed that the RMF will constitute the basis for reporting on results and achievements.

The overall objective of the Programme during phase V is “To support the implementation of the UNCCD in West Asia and North Africa, specifically its 10-Year Strategic Plan, with focus on improving the living conditions of affected populations (Strategic Objective 1), improving the conditions of affected ecosystems (Strategic Objective 2), and mobilizing partners and resources for drylands development (Strategic Objective 4)”. The main lines of action are: 1) Mainstreaming drylands development issues into planning and budgeting frameworks; 2) Enhancing livelihoods and building resilience of drylands communities; 3) Improving the management of natural resources; 4) Promoting gender equity and empowerment of dryland women; and 5) Facilitation of knowledge sharing and South-South Cooperation.

The initial end date of the Programme was 31 December 2016; a no-cost extension was granted till June 2017 to wrap-up pending activities and enhance the sustainability of Programme achievements.

1. ***Review objectives***

The objectives of this independent review, jointly commissioned by the Government of Finland and UNDP, are as follows:

* To assess the performance, especially in relation to sustainability of the Programme based on the review of relevant documentation and discussions with Programme team and partners;
* To support finalizing the Exit Strategy of the Programme in order to enhance the sustainability of its achievements.

1. ***Scope of work***

***3.1 Programme performance and sustainability***

The contribution of the Programme towards the promotion of drylands development and UNCCD implementation in partner countries will be examined in terms of mainstreaming drylands priorities in development frameworks, management of natural resources, enhancing livelihoods as well as the catalytic role of the Programme in mobilizing partners and resources.

The independent review will assess:

The ***relevance*** of the Programme with respect to the national priorities of its partner countries, Finnish Development Cooperation Policy and emerging regional priorities.

Its ***efficiency*** in terms of the cost effectiveness of converting means into results. The following questions can be used to guide the assessment: Does the quantity/quality of the results justify the quantity/quality of the means and resources used for achieving them? Have time and resources been allocated in a planned, balanced and justified manner? To what extent have activities been implemented in a timely manner? To what extent activities were implemented in accordance with the Results Monitoring Framework and agreed annual workplans - Have the possible deviations been justified?

Its ***effectiveness and impact***,i.e. extent of progress towards the achievement of intended results/outputs. The following questions can be used to guide the assessment: What is the extent of the catalytic effect of Finland’s contribution? To what extent has the Programme achieved its objectives? Are the quality and quantity of the produced results and outputs in accordance with the plans, how the results/outputs are applied by the beneficiaries and other intended stakeholders? Which factors have facilitated or impeded the progress of the programme? Are possible problems in implementation adequately addressed? Are the various beneficiaries satisfied with the Programme progress and achievements? Are the results/outputs making a contribution towards reducing poverty, enhancing livelihoods and natural resource management and promoting gender equality and women empowerment?

Its ***intervention strategy*** in terms of its implementation arrangements, network of partners including UNDP Country Offices, its flexibility/responsiveness in adjusting to emerging regional priorities particularly in response to the Syria Crisis and its repercussions.

*The* ***sustainability of results and benefits*** in terms of national ownership and capacity building as well as documentation and dissemination of good practices and learned.

***3.2 Exit Strategy***

The mission will help finalize the exit strategy for the Programme in order to enhance the sustainability of Programme achievements in terms of driving drylands development processes and improving livelihoods and natural resource management in partner countries. *It is to be noted that the sustainability of Programme achievements is inherent to the design of this current phase. The following elements form the basis of the exit strategy developed by the Programme Team at the onset of the current Phase and currently being implemented:*

1. Promotion of national ownership in terms of mainstreaming drylands development priorities into national planning and budgeting frameworks.
2. Building capacity in partner countries in terms of technical support to the design and implementation of projects/programs to enhance livelihoods and natural resource management, as well as mobilizing partners and resources for drylands development.
3. Documentation of good practices and lessons learned from Programme implementation and sharing them with partner countries.
4. Contribution to policy-making processes within UNCCD particularly regarding the “Empowerment of Drylands Women”.

Action along these elements is on-going since the beginning of this current Phase with increased focus on the documentation and sharing of good practices and lessons learned as of 2015. The mission will assess the efforts invested and results to date along these elements and advise on the way forward. Additionally, the mission will outline the elements of the exit strategy that still need to be developed or complemented during the no-cost extension in January-June 2017, particularly with regard to the transfer of Programme knowledge to its institutional home, the Global Policy Centre for Resilient Ecosystems and Desertification in Nairobi, Kenya.

Moreover, the mission will explore a possible way forward for the long-standing UNDP/Finland partnership developed over the past 16 years within the framework of this Programme. In doing so, the mission will take into account UNDP and Finnish development priorities as well as financial realities.

***4. Methodology***

The review will be carried out by an International Consultant who will conduct the following tasks:

1. A desk review of relevant documents (a preliminary list is provided below);
2. Debriefing at the MFA in Helsinki;
3. Working with the Programme Team in Beirut on review issues
4. Skype consultations with Programme partners organized from Beirut;
5. Debriefing with the Programme Team;
6. Debriefing at the MFA in Helsinki;
7. Preparation and submission of the review report with input from the Programme Team.

*The relevant documentation to be reviewed by the consultant include among others:*

* Mid-Term Review report - June 2011
* Programme/Phase V Proposal - December 2012
* Programme Appraisal report - March 2013
* Inception report/Results Monitoring Framework - May 2013
* *All Progress Reports:*
* First progress report, Jan 2014
* Second progress report, July 2014
* Third progress report, Jan 2015
* Fourth progress report, July 2015
* Fifth progress report, Jan 2016
* Sixth progress report, August 2016
* *Minutes of Advisory Committee Meetings:*
* Tunis, Tunisia, April 2013
* Amman, Jordan, February 2014
* Tighmert, Morocco, March 2015
* *Project documents and workplans for Lebanon, Syria, Jordan, Morocco, Algeria and Tunisia*
* *Good practice and lessons learned publications for “Programme oasis Sud” (Morocco) and Kasserine Project (Tunisia)*
* *Policy papers on the “ Empowerment of Drylands women” (land rights, governance and resilience)*
* *Programme website at* [*www.ddc-as.org*](http://www.ddc-as.org)

***5. Duration and implementation modalities of the Assignment***

The consultancy is envisioned to be completed in 14 working days (including travel days) spread over the period of one month in November 2016 follows:

* Review of relevant documents and meetings in Helsinki: 2.5 days
* Mission to Beirut to: 6 days including travel
  + Work with Programme Team
  + Field visit to showcase activities in Lebanon
  + Skype discussions with Programme partners
  + Skype discussion with the Director of UNDP/GPC-RED
* Write-up of review report/exit strategy: 5 days
* Debriefing at the MFA: 0.5 day

The assignment will be bound by the terms and conditions of UNDP Procurement rules and guidelines. S/He will be briefed on the detailed schedule of the tasks at the beginning of the assignment.

***6.Expected Outputs and Deliverables***

Payment will be made in two instalments based upon output, i.e. upon delivery of the services specified in the TOR, as follows:

* 60% upon the satisfactory completion of the mission to Lebanon and submission of an annotated outline of the review report.
* 40% upon the satisfactory completion/submission of review report.

Deliverables shall be submitted in Word format and in compliance with the UNDP standards and requirements. The detailed outline of these documents shall be agreed upon the commencement of the assignment. The draft review report shall be submitted to UNDP and MFA for feedback before its finalization.

***7.Competencies***

***Corporate***

* Demonstrates integrity by modelling the UN’s values and ethical standards.
* Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
* Promotes the vision, mission, and strategic goals of UNDP.
* Treats all people fairly without favouritism.

***Technical/Professionalism***

* Demonstrates ability to think logically, organizational skills, attention to detail, ability to work with quickly and accurately while under pressure and within short deadlines.
* Able to work independently and remotely with minimal supervision.
* Capable to plan, prioritize and deliver tasks on time.

***Communications***

* Demonstrates strong research and excellent writing skills in English;
* Demonstrates strong interpersonal skills, able to communicate and work with diverse people at different levels such as Headquarters, Regional Bureaux, Country Offices, etc.
* Focuses on impact and result and responds positively to critical feedback.

***8.Required Skills and Experience***

The review will be carried out by a development professional, who is independent from the UNDP and the Programme. The Consultant should have the following qualifications, skills and knowledge:

***Education:***

Master’s degree or equivalent in development studies, natural resource management, environmental science or other closely related field (max. 5 points).

***Experience:***

* Minimum 10 (ten) years of post-Master’s working experience with developing countries in one or more of the following relevant technical areas: sustainable development in drylands, UNCCD implementation, poverty alleviation and natural resource management (max. 15 points).
* A solid track record in the design and evaluation of multi-sectoral programmes and projects and developing programme/project documents at different scales, preferably in drylands and/or other fragile ecosystems, (max. 15 points).
* Demonstrated understanding of issues related to UNCCD implementation and integrated drylands development (max. 10 points).
* Prior working experience with UNDP and knowledge of Finnish development cooperation is a strong advantage (max. 10 points).
* Working experience in the Arab Region (max.10 points).

***Languages:***

* Excellent verbal communication and writing skills in English; knowledge of French is desired (max. 5 points)

***9.Evaluation***

* Only those applications which are responsive and compliant will be evaluated;
* Offers will be evaluated according to the Combined Scoring method – where the technical criteria will be weighted at 70% and the financial offer will be weighted at 30%;
* The technical criteria (education, experience, languages) will be based on a maximum 70 points. Applicants obtaining 49 points or more of the total technical points will be considered for financial evaluation;
* Financial score (max 30 points) shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal of those technically qualified;
* Applicant receiving the Highest Combined Score and has accepted UNDP’s General Terms and Conditions will be awarded the contract.

***10.Application Procedures***

The application should contain:

* **CV** using Personal History Form (P11), indicating all relevant past experiences and the contact details of at least three (3) professional referees (Blank P11 form can be downloaded from <http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc>);
* **A brief cover write-up** explaining why you are the most suitable for the advertised position and describing a methodology on how they will approach and complete the assignment (based or commenting on the requirements indicated in this TOR). Please paste the letter into the "Resume and Motivation" section of the electronic application.; and
* **Financial proposal** describing the lump sum amount (working days and any other possible costs) for the tasks specified in this announcement, exclusive of travel costs and per diems. All travel expenses related to mission travels will be supported by the project travel fund and will be reimbursed as per UNDP rules and regulations for the consultant. Costs for mission airfares, terminal expenses, and living allowances should not be included in financial proposal. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount.