

Consultant's Terms of Reference

Project Final Evaluation

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|--------------------------|---|
| Project Title | Enhancing the Capacities of the Palestinian Authority in Mainstreaming Environment and Climate Change |
| Project reference number | Pal10-82361 |
| Project budget | EURO 1,455,550 |
| Project Donor | Government of Belgium |
| Project duration | Four Years |
| Execution Agency | UNDP/PAPP |
| Project Counterpart | Palestinian Environment Quality Authority |

1. Background:

The State of Palestine is impacted by climate change through expected rainfall decline and temperature increases, which will aggravate the problem of land deterioration and desertification – compromising the agriculture production and endangering food security. This may have socioeconomic implications in terms of increased poverty and social instability, internal displacement and migration to the urban areas and internal disputes on the use of the very limited water resources are expected. Other possibilities include an increase in the frequency of natural disasters resulting from drought or extreme climate events, such as storms, floods, sea level rise, heat waves and drought.

In 2013, UNDP with funds from the Government of Belgium and in cooperation with the Environment Quality Authority (EQA) started the implementation of a climate change project that focuses on developing the capacity of Palestinian institutions in mainstreaming environment and climate change. The project is expected to be completed by the end of April 2017.

1.1 Project results

Throughout the project the following results were achieved:

1. The initial national communication to UNFCCC on climate change including greenhouse gases inventory, mitigation and Vulnerability Assessment and Adaptation Measures (V&A), national circumstances and other information chapters were prepared, endorsed by the Environment Quality Authority, and disseminated.
2. The project also supported carrying out capacity assessment for 6 Palestinian institutions on which a capacity development action plan for the Environment

- Quality Agency (EQA) as the lead agency on climate change the Ministry of Planning and Administrative management (MoPAD), the Ministry of Agriculture (MOA), the Palestinian Water Authority (PWA), the Ministry of Transportation (MoT) and the Palestinian Energy and Natural Resources Authority (PEnRA) was developed, endorsed by the these institutions and disseminated, the action plan addresses priority needs of theses institution to integrate climate change mitigation and adaptation measures into their development planning process.
3. Institutional and legal framework was developed.
 4. Increased knowledge and awareness on climate change mitigation and adaptation.
 5. Six pilot projects with NGOs on climate change mitigation were implemented in Gaza and West Bank.
 6. Four pilot projects were implemented according to signed Letters of Agreement with MoT, MoA and PEnRA.

To this end, UNDP/PAPP seeks the services of an external consultant to carry out the project final evaluation in accordance with the below scope of work.

2. Purpose of Evaluation

The purpose of the evaluation is to assess the performance of the project and to measuring to what extent the objective/outputs/activities have been achieved against the results and resources framework, and identifying factors that have hindered or facilitated the success of the project. it is aimed at critically reviewing the stages of the project and its products through employing a participatory approach.

3. Scope of the evaluation

The consultant shall employ the following evaluation criteria in carrying out his/her assignment: relevance, effectiveness, efficiency, timeliness and sustainability and shall focus on the following aspects in carrying out his/her assignment: A) project objective/outputs, B) processes, C) sustainability of results, D) monitoring and evaluation, and E) conclusions and lessons learned. For each aspect, a wide array of factors will be considered, including but not limited to:

A) Project objective/outputs

- i. Objective, Output, Activities*
 - *Effectiveness and efficiency of project activates*
 - *Progress in the achievement of outcomes/outputs, measured against the baselines and indicators set at the outset of the project.*

B) Processes

- i. Institutional arrangement*

- *Formulation and implementation stages.*
 - *Consultative processes.*
 - *Technical support by global and regional teams during formulation and implementation.*
 - *Capacity building initiatives.*
 - *Assumptions and risks.*
 - *Project related complementary activities.*
- ii. *Partnerships*
- *Assessment of national level involvement and perception of partners.*
 - *Assessment of local partner ships and their involvement.*
 - *Assessment of collaboration between government, non-governmental organizations, the private sector, and academic institutions.*
- iii. *Processes and Administration*
- *Project administration procedures*
 - *Milestones*
 - *Key decision and outputs.*
 - *Project oversight and active engagement by UNDP and the project steering committee.*
 - *Coordination between UNDP and the Environment Quality Authority.*
- iv. *Disbursements*
- *Overview of actual spending against budget expectations.*
 - *Analyze disbursements to determine if funds have been applied effectively and efficiently.*
- v. *Budget procedures*
- *Effectiveness of project document to provide adequate guidance on how to allocate the budget.*
 - *Audits and any issues raised in audit and subsequent adjustments to accommodate review recommendations.*
 - *Review budget revisions and provide an opinion on the appropriateness and relevancy of such revisions.*
- vi. *Coordination mechanisms*
- *Appropriateness an efficiency of coordinating mechanisms and approaches.*
 - *Propose improved coordination mechanisms and approaches.*

C) Sustainability of Results

- *Identify evidence showing that the results/lessons of project have been replicated to other areas/communities.*
- *Analyze risk to ensuring sustainability of the project outcomes and results (i.e country ownership, financial, institutional capacity).*

D) Monitoring and Evaluation

- Identify problems/constraints, which impacted on successful delivery of the project identified at the project design stage.
- Identify threats/risks to project success that emerged during implementation and strategies implemented to overcome these threats/risks.

E) Conclusion, lessons learned

- Assess substantive reports (e.g. risk assessment, progress reports, lessons learned documents)
- Identify key lessons emerging.
- Identify element hindering or promoting success.

4. Deliverables

The consultant shall deliver the following documents:

- An inception report is to be submitted one week after signing the contract. The inception report should include overall strategies, actions and timeline, work plan of the evaluation.
- Draft evaluation report should be submitted five weeks after signing the contract. It should include a detailed lessons learned component and a list of all people interviewed in annex.
- Briefing for the project team by week# 6.
- Final evaluation report will be submitted one week after receiving the comments from UNDP/PAPP and the project counterparts on the draft evaluation report.

5. Methodology/Approach of the Evaluation

The consultant shall undertake the evaluation through the following 3 main steps:

- 1) Review of documentation in the project file (home- based). A list of the project documents includes in Annex #1.
- 2) Interviews in the field with stakeholders (mission). A list of stakeholders includes in Annex #2.
- 3) Follow- up inquiries by phone/email/Skype and develop final products (home-based).

Before the mission, the consultant shall coordinate closely with project manager and UNDP/PAPP office to get necessary documents for home based desk review and schedule mission appointments.

The evaluation shall be conducted in a participatory manner through a combination of processes and lead by an **International Consultant and supported by a national consultant.**

Duration of the assignment

The consultant is expected to complete the assignment in 8 weeks as per the below timeline:

| Action | Suggested timeframes (Days) |
|--|---|
| Step1: reviewed of documentation (home-based) | 1 week (5 working days) |
| Step 2: interviews with key stakeholders | 2 weeks (10 working days) |
| Step 3: follow-up inquires and development of draft products (home-based) | 1 weeks (5 working days) |
| Step 4: UNDP/PAPP stakeholders to review the drafts and submit comments to the consultant | 2 weeks -10 days (No action needed from the consultant) |
| Step 5 : finalize an evaluation report and a lessons learned document that reflect comments (home-based) | 1 weeks (5 working days) |
| Total duration | 7 weeks after receiving UNDP/PAPP's approval |

6. Team composition and qualification

The consultancy firm should have proven experience in implementing at least 3 similar assignments during the last 3 years and should be able to deploy a specialized international and local expert for carrying out this assignment. Interested consultant should formulate an evaluation team with following minimum requirements:

Team leader: An international expert with a postgraduate degree in environment, natural resources management, or related fields and with the following working experience:

- Demonstrated experience in conducting international development evaluations:

- Demonstrated strong knowledge of Monitoring and evaluation methods for development projects, knowledge of UNDP's results-based management orientation and practices.
- Broad knowledge of climate change adaptation and mitigation in Arab countries especially in Palestine.
- At least 10 years' experience in the implementation of climate change adaptation and mitigation.
- Demonstrated experience with implementation and/or evaluation of capacity – building efforts in developing countries.

Local expert:

1. Have at least Master's degree or equivalent in environment and natural resources management environmental economics or natural sciences with experience in research, project planning, implementation, monitoring and Evaluation coupled with the vast knowledge and experience in institution building.
2. A minimum of eight 8 years of post- graduate professional experience in environment or sustainable resources management, with knowledge of the developing world including Palestine is preferable.
3. Demonstrated expertise and knowledge of climate change adaptation and mitigation strategies desirable, substantive knowledge of UNDP programming tools for planning, monitoring and evaluation Practice Areas, Particularly environment desirable.

Both the international and local consultant should ideally have the following the competencies and attribute: Expertise in:

- Capacity building and strengthening institution.
- Policy framework strengthening/mainstreaming.
- Good knowledge of the UNDP/Evaluation policy.
- Experience applying UNDP Results based Evaluation Policies and Procedures.
- Good knowledge of the UNDP Guidelines and Procedures.
- Knowledge of Results-based Management Evaluation methodologies.
- Knowledge of participatory monitoring approaches.
- Experience applying SMART indicators and reconstructing or validating baseline scenarios.
- Demonstrable analytical skills.

- Some prior knowledge of Climate Change Adaptation and Mitigation in Arab countries and in Palestine and working experience in Palestine will be considered an asset.

Competency in the following is required:

- Excellent English language writing and communication skills knowledge.
- Demonstrated ability to assess complex situations in order to succinctly and clearly distil critical issues and draw forward looking conclusions.
- Excellent facilitation skills.

7. Implementation Arrangements

The evaluation will be conducted for a period of 8 weeks, of which the consultants is active for 5 weeks with a total of 25 working days. The detailed final Evaluation methodology will be agreed as part of the consultation inception process by way of virtual communication with relevant UNDP representatives.

The consultants will start the evaluation process with an inception meeting with UNDP representatives. The consultants should submit an inception plan based on the meeting within 1 week of the issuance of contract. S/he will then undertake the review of documentation (home-based), interviews with key stakeholders -field visits |(mission), preparation of an evaluation report & a lessons learned document (home based). S/he will submit the draft product to UNDP for comments & finalized the product within 2 weeks after receiving the feedback.

8. Guide principles & values.

The evaluation will be undertaken in line with the principles of independence impartiality, transparency, disclosure, Ethical, partnership, competencies and capacities, credibility, utility, the consultant must be independent from the delivery & management of development assistance process that is relevant to the project context therefore applications will not be considered from those who have had any direct involvement with the design or implementation of the project. Any previous association with the project must be disclosed in the application this applies equally to firms submitting proposals as it does to individual evaluators. If selected, failure to make the above disclosures will be considered just grounds for immediate contract termination without recompense. In such circumstances all notes, reports & other documentation produced by the evaluator will be retained by UNDP.

9. Reporting

The consultants will report to both UNDP Program Manager at the Environment and Natural Resources Unit. The project coordinator in consultation with UNDP program manager will provide support to the development of the evaluation work plan.

Evaluations should provide their own computer and communications equipment. In consultation with Evaluation Team Leader and as requested, the program manager will make available all relevant documentation and provide contact information to key project partners and stakeholders, and facilitate contact where needed. The coordinator will also assist in organizing any briefing and de-briefing meetings including coordination of stakeholders input in the evaluation draft report.

10. Payment modalities and specifications

Consultants will be contracted by UNDP and remunerated according to UNDP standard rates for consultants and in line with the level of their experience and expertise. The contract will be output-based and payment issued only upon delivery of satisfactory outputs.

| % | Milestone | Amount |
|-----|---|--------|
| 10% | At contract signing | \$ tdb |
| 40% | Following submission and approval of the 1 st draft evaluation report | \$ tdb |
| 50% | Following submission and approval by both UNDP/PAPP of the final evaluation report. | \$ tdb |

11. Application Process

Interested consultants are required to submit an expression of interest and relevant Curriculum Vitae that demonstrates the qualification, skills, experience and track record to deliver the services required and that reflects and understanding of key issues relating to the scope of work. Please also provide three contactable references.

The preferred service provider will be selected based on the experience and qualifications expressed in the Expression of Interested and joint technical and financial proposal submitted.

Annex #1: A list of the project documents

1. Initial National communication Report.
2. National Adaptation Plan.
3. Capacity Building Assessment Report.
4. Capacity Building Programme and Action Plan Report.
5. Project Annual Progress Report.
6. Project Document.
7. Progress reports for pilot projects.
8. Minutes of Meetings.
9. Mission reports.

Annex #2: A list of stakeholders

1. Environment Quality Authority (EQA)
2. Ministry of Agriculture (MoA)
3. Ministry of Transportation (MoT)
4. Palestinian Water Authority (PWA)
5. Palestinian Energy and Natural Resources Authority (PEEnRA)
6. Formerly Ministry of Planning and Administrative Development
7. Palestinian Central Bureau of Statistics (PCBS)
8. Ministry of Local Governments (MOLG)
9. Renewable Energy Unit (REU)- Hebron University –West Bank
10. Bani Naim Charitable Society (West Bank)
11. Palestinian Association for Development and Reconstruction (PADR)-Gaza Strip
12. "Karmel Cultural and Social Development Association-Gaza Strip
13. Al-Mustaqbal Association for Development and Environment – Gaza Strip
14. World Vision-JWG – West Bank