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TERMS OF REFERENCE

Terminal Evaluation of the 'Enhancing Resilience to Climate Change by Mainstreaming Adaptation Concerns into Agricultural Sector Development in Liberia' Project

UNDP Energy & Environment Unit

1. Background

According to current climatic variability and predicted climate change scenarios for Liberia, agriculture and farming are expected to be significantly undermined by: 1) rainfall patterns changes, shorter and more intensive rainy seasons and temperatures increases resulting in difficulties to identify the optimal time for crop planting, more pests, weeds, animal diseases; 2) reduction of soil moisture; 3) increase of flooding and salinity in coastal regions. As a result, the forecasted climate change may undermine national efforts to revitalize the agriculture sector and to increase food production. This is a direct threat to agricultural production and food security, and in turn a threat to development, peace and stability. In order to respond to these threats the Liberian NAPA has identified, as urgent priority interventions, to enhance resilience to increasing rainfall variability through the diversification of crop cultivation and small ruminants rearing; modifying the timing of crop cultivation in response to changing rainfall patterns; intercropping, irrigation and optimization of lowland/swamp farming practices; pest control, including fencing of farms against rodents, bird scare scrolls, regular weeding, and the use of echoing bells; and, maintaining fast growing nitrogen fixing tree species to improve soil fertility and using multiple-purpose tree species on farmlands to maintain forest cover.

However, the widespread introduction and adoption of the strategies to adapt to climate change, faces a series of barriers, including: insufficient knowledge and awareness amongst decision-makers and planners; the current agriculture policies have not taken climate change into account; low capacity of technical staff and extension agents; the lack of information needed by farmers, on climate change and impacts.

The LDCF Project will address the above barriers, thereby supporting the ongoing process to revitalize the agriculture sector and ensure that adaptation to climate change is integrated into the revitalization process. Specific contributions toward the reduction of vulnerabilities to climate change will be achieved through the pursuit of specific outcomes including: (a) integrating concerns into relevant policies and planning processes at the state and national levels; (b) comprehensive capacity development for individuals in national agencies focusing on agriculture and in pilot counties, and farmers; (c) demonstration of risk reduction strategies and measures at pilot sites; (d) strengthening technical capacity to integrate climate change risk management into farmer level agricultural capacity; and (e) capturing and disseminating lessons learned to key stakeholders.

2. Objective & Scope of Work

The TE team will assess the following four categories of project progress. Specifically, the national consultant will assist the international consultant (lead consultant) to assess the following four categories of the project progress.

I. Project Strategy

Project design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the project's relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.
- If there are major areas of concern, recommend areas for improvement.

Results Framework/Logframe:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

II. Progress towards results

Progress Towards Outcomes Analysis:

- Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix below and following the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code

progress in a “traffic light system” based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as “Not on target to be achieved” (red).

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

| Project Strategy | Indicator ¹ | Baseline Level ² | Level in 1 st PIR (self-reported) | Midterm Target ³ | End-of-project Target | Midterm Level & Assessment ⁴ | Achievement Rating ⁵ | Justification for Rating |
|-----------------------|----------------------------|-----------------------------|--|-----------------------------|-----------------------|---|---------------------------------|--------------------------|
| Objective: | Indicator (if applicable): | | | | | | | |
| Outcome 1: | Indicator 1: | | | | | | | |
| | Indicator 2: | | | | | | | |
| Outcome 2: | Indicator 3: | | | | | | | |
| | Indicator 4: | | | | | | | |
| | Etc. | | | | | | | |
| Output 1.1 ETC | | | | | | | | |

Indicator Assessment Key

| | | |
|-----------------|----------------------------------|-----------------------------------|
| Green= Achieved | Yellow= On target to be achieved | Red= Not on target to be achieved |
|-----------------|----------------------------------|-----------------------------------|

In addition to the progress towards outcomes analysis:

¹ Populate with data from the Logframe and scorecards
² Populate with data from the Project Document
³ If available
⁴ Colour code this column only
⁵ Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

- Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

iii. Project Implementation and Adaptive Management

Management Arrangements:

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.

Work Planning:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

Finance and co-finance:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications:

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

iv. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:

Are there any environmental risks that may jeopardize sustenance of project outcomes?

3. Deliverables

| Output | Due date | Payment term |
|---------------------------------|-----------------|---------------------|
| Inception Report | 6 days | 50% |
| Presentation of initial finding | 5 days | 30% |

| | | |
|--------------------|----------------|------------|
| Draft Final Report | 9 days | 20% |
| Final Report | 10 days | |

4. Reporting Lines:

A Joint UNDP Country Office and Government of Liberia evaluation and facilitation Team will be established to guide and assist the evaluation process. This team will consist of the head of the climate secretariat, a representative from responsible party and the EPA. The day to day work will be supervised by the UNDP Energy and Environment Programme Specialist. The consultant will report to this team through the UNDP Programme Specialist.

5. Reporting Language:

The reporting language will be in English.

6. Locations of Work:

The duty station of the national consultant is Monrovia. The contractor is expected to travel outside of Monrovia as and when necessary for the duration of the assignment. All costs related to travel shall be borne by the UNDP such as daily living allowances and transportation etc.

7. Terms of Payment:

Payments shall be processed within 30 days from receipt of signed and stamped invoice specifying the achieved deliverables as specified in this ToRs with relevant documents evidencing achievement of the given output. All of the deliverables are subject to approval from UNDP Project manager in order to process payments to the contractor. UNDP will not accept any payment request outside of this TOR.

All payments shall be made in USD. All planned costs related to this consultancy must be specified in the proposal by contractor for this assignment.

8. Contracting Authority:

Contracting Authority for this ToR is UNDP - Liberia Country Office, and the contract amount will be provided through the assigned budget under project 00061519, the Energy and Environment Core fund project.

9. Tax Obligation:

The Contractor is solely responsible for all taxation or other assessments on any income derived from UNDP. UNDP will not make any withholding from payments for the purposes of income

tax. UNDP is exempt from any liabilities regarding taxation and will not reimburse any such taxation to the contractor.

10. Monitoring and evaluation:

All activities will be monitored and evaluated based on qualitative and quantitative information. Within the proposal the contractor is requested to submit an M&E plan highlighting what types of data and information will be available when; which will ensure that activities and outputs delivered as part of this activity, is of good technical quality and contribute to the achievement of the project outcomes.

Confidentiality:

The contractor undertakes to maintain confidentiality on all information that is not in the public domain and shall not be involved in another assignment that represents a conflict of interest to the prevailing assignment.

11. Recruitment Qualifications

Education: B.Sc or higher in environmental science, Social science, environmental economics or other closely related field.

Experience: At least 4 years of relevant work experience in project monitoring and evaluation

Experience in evaluating GEF projects on climate change adaptation is highly advantageous;

Demonstrated ability to communicate complex issues in a concise and clear manner

Demonstrated experience in mid-term and terminal evaluation

Highly organized with strong analytical and research skill

Experience working within the UN system or other international and governmental entities

Fluency in English both written and oral

Languages: Fluency in written and spoken English is required.

12. Competencies

Corporate Competencies

- Demonstrates integrity by modelling the UN values and ethical standards
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism
- Excellent analytical and organisational skills

Functional Competencies

Knowledge Management and Learning

- Promotes a knowledge-sharing and learning culture
- In-depth knowledge of development issues
- Ability to provide and advocate for policy advice
- Actively works towards continuing personal learning and successfully applies newly acquired skills

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.