



Empowered lives,  
Resilient nations.

## Terms of Reference (ToR) for the Midterm Review Of Strengthening the Governance of Climate Change Finance to Enhance Gender Equality Project

### 1. Background and Context

Amongst others, the 2030 Agenda for sustainable development, launched in 2015, emphasized the importance of integrating social, environment and economic sustainability dimensions into national plans and budgets and public and private finance flows. The 2015 Paris Agreement reinforces the importance not only of sustainability criteria to achieve with the SDGs and 2030 Agenda, but also the need to ensure that planetary boundaries are met through the pledge to work towards “making finance flows consistent with a pathway towards low greenhouse gas emissions and climate-resilient development”(Article 2.1c). The Nationally Determined Contributions (NDCs) are at the heart of the Paris Agreement as the Agreement calls for effective mitigation measures to achieve the NDCs.

There is a unique opportunity to build on these political commitments and provide support to country led budget reforms which will enable public investments that not only respond to climate change but also address gender equality, poverty and human rights. In this regard, UNDP’s Bangkok Regional Hub (BRH) supports countries in Asia-Pacific to work towards achieving these objectives through: its Nature, Climate and Energy (NCE) portfolio encompassing support to tap into vertical funds and support to accelerating action on the NDCs; and through UNDP’s Governance of Climate Change Finance programme.

“Strengthening the Governance of Climate Change Finance for Gender Equality” (2017-2022) is a regional project implemented by UNDP and supported by the Government of Sweden, which is part of the larger Governance of Climate Change Finance programme. The project’s overall objective has been to improve the governance of international and domestic climate change finance, in Asia & the Pacific by integrating and mainstreaming climate change and gender into national planning and budgeting process. This follows on a first phase of this programme (2012-17) which laid the foundations for this work of generating knowledge and contributing to facilitating the integration of a response to climate change within the budgeting process in Bangladesh, Cambodia, Indonesia, Pacific covering Fiji along with Tonga and Thailand.

Building on existing partnerships and on the experience of supporting budget reforms in the first phase of the UNDP-Sweden partnership, in the second phase of the project (October 2017-June 22), UNDP has continued to support governments to implement budget reforms that enable the delivery of gender-responsive climate change related investments that would have positive impacts on poverty and human rights. The main project outcome is that **“Domestic budget systems enable the delivery of gender responsive climate change related investments that would have positive impacts on poverty reduction and human rights”**. The proposed expected outcome will be achieved through following 4 outputs:

- Output 1: Budget processes increasingly formulate climate change related investments that are gender responsive and will have positive impacts on poverty and human rights.
- Output 2: Accountability for gender-responsive climate change related investments that have

impacts on poverty and human rights is enhanced.

- Output 3: Regional institutions increasingly play a role in the integrated approach to gender-responsive climate change budgeting that have impacts on poverty and human rights.
- Output 4: International policy processes give increasing priority to strengthen domestic budget systems that enable delivery of gender responsive climate change investments that have positive impacts on poverty and human rights.

Table 1 – A Snapshot of Project Information

PROJECT INFORMATION		
Project title	Strengthening the Governance of Climate Change Finance to Enhance Gender Equality (GCCF)	
Award ID	00112026	
Contributing outcome and output:	<p><b>UNDP Regional Programme Outcome 1:</b> Advance poverty eradication in all its forms and dimensions</p> <p><b>Indicative Regional Programme Output 1.6:</b> Enabling environment strengthened to expand public and private sector financing for the achievement of the SDGs (Strategic Plan 1.2.2)</p> <ul style="list-style-type: none"> <li>• RPD Output Indicator 1.6.1: Number of national and sub-national development plans that have integrated financing frameworks for Agenda 2030 (As applicable to the project)</li> <li>• RPD Output Indicator 1.6.3: Number of countries supported to track budget allocation and expenditure for SDGs. (As applicable to the project)</li> <li>• RPD Output Indicator 1.6.4: Percentage of increase in parliamentary participatory mechanisms for scrutiny of budgets through Agenda 2030 and SDGs lens. (As applicable to the project)</li> </ul>	
Targeted Countries	Bangladesh, Cambodia, Indonesia, Pacific (Fiji and Tonga) and Thailand	
Region	Asia Pacific	
Cost Sharing Agreement Signing Date	16 March 2017	
Project dates	Start	Planned end
	March 2017	June 2022
Project budget	SEK 90,000,000 or around USD 10,000,000	
Project expenditure at the time of evaluation	USD 5,879,415.88 (as per AAA as of 16 November 2020)	
Funding source	SIDA	
Responsible Parties	NGO Forum Cambodia, Cambodia Development Resource Institute (CDRI), Economics and Finance Institute (EFI) Cambodia	

## 2. Objectives, Purpose and the Scope of the Midterm Review (MTR)

### The Purpose and Objectives of the MTR

Responding to the Theory of Change (ToC) as described in the project document and the assessment from the project Inception Phase in 2017, the agreed result framework (RRF) and the approved workplans, the MTR should look **at the relevance of the project, quality of the project design, effectiveness and efficiency of the implementation to date and sustainability of the overall project results**. To meet these ends, MTR will serve to:

- assess project performance and progress against the expected outcome, expected outputs, targets including indicators presented in the result framework<sup>1</sup>.
- review and document the success and draw out lessons for deepening impact
- assess the effectiveness of the project’s engagement with stakeholders, particularly the ministries of finance, in the shaping and implementation of climate finance reforms for mainstreaming climate change in planning and budgeting systems and processes
- review role of the project in enhancing the importance of and the space for climate finance at the regional level, including through contributing knowledge, guidance and the development and application of climate finance tools
- identify challenges and the effectiveness of the strategic approaches that project adopted for addressing those challenges
- ascertain the relevance, effectiveness, coherence, efficiency and sustainability of the project interventions
- outline recommendations, including potential realignments in scope and approach in line with the project’s desired outcomes that can make its support to climate budgeting and investments more gender-responsive, socially inclusive and effective identify areas that need to be taken forward for replication and/or deepening of fiscal and public financial system reforms

### **The Scope of the MTR**

The MTR is expected to assess the project progress against the GCCF ToC and the achieved results from **March 2017 – 31 December 2020** and propose recommendation which will inform and help improving the implementation of the Sida support GCCF project during 2021 – 2020 and future project design for Climate Finance Network (CFN). The MTR will be based on a desk review of project related documents, including the GCCF project document, cost sharing agreement, workplans, result framework, progress reports, UNDP Bangkok Regional Hub Regional Programme Document Mid-term review (RPD MTR), and CFN project proposal along with relevant communication materials and knowledge products and in depth virtual/online interviews as outlined in the methodology section.

The MTR’s geographical coverage includes the project’s targeted countries in Asia Pacific, namely Bangladesh, Cambodia, Indonesia, Pacific covering Fiji along with Tonga and Thailand. It should also focus on the regionality aspect of the project which covers all the regional interventions led by the service advisory team based at UNDP Bangkok Regional Hub and UNDP Indonesia (innovative finance advisor).

## **3. Evaluation Criteria and Guiding Questions**

In responding to the MTR purpose and objectives, the MTR criteria and guiding questions can be outline below:

*Table 2 - Criteria and Guiding Questions*

---

<sup>1</sup> The RRF is attached as Annex 1 to the ToR

Criteria	Guiding Questions
<b>Relevance</b>	<p><i>Relevance of the project: review the progress against project outputs and contribution to outcome level results as defined in the project’s theory of change and ascertain whether assumptions and risks remain valid. Identify any other intended or unintended, positive or negative, results using following guiding questions.</i></p> <ul style="list-style-type: none"> <li>(i) To what extent the overall design and approaches of the project were relevant?</li> <li>(ii) To what extent, the inputs and strategies identified were realistic, appropriate and adequate to achieve the results?</li> <li>(iii) To what extent did the Project achieve its overall outputs and contributions to outcomes are clear?</li> <li>(iv) To what extent the project was/is able to address the needs of the three tiers of governments in the changed context?</li> <li>(v) To what extent were the output level results achieved and how did the project contribute to project outcomes for institutionalizing MED model in federal and provincial level?</li> <li>(vi) To assess whether or not the results achieved had a differentiated impact on women and other vulnerable groups?</li> <li>(vii)</li> </ul>
<b>Effectiveness</b>	<p><i>Effectiveness of implementation approaches: review project’s technical as well as operational approaches, the regionality and deliverables, quality of results and their impact, alignment with national priorities and responding to the needs of the stakeholders; covering the results achieved, the partnerships established, as well as issues of capacity using following guiding questions;</i></p> <ul style="list-style-type: none"> <li>(i) To what extent the project activities were delivered effectively in terms of quality, quantity and timing?</li> <li>(ii) How effective were the strategies i.e. regional approach for influencing the national and/or subnational fiscal reform and tools used in the implementation of the project?</li> <li>(iii) To what extent the project was effective in enhancing the capacity of national and subnational on integration Climate Change and gender and social inclusion into the country fiscal reform(s).</li> <li>(iv) What are the key internal and external factors (success &amp; failure factors) that have contributed, affected, or impeded the achievements, and how UNDP and the partners have managed these factors?</li> <li>(v)</li> </ul>
<b>Efficiency</b>	<p><i>Efficiency of the project management structure and the added value of the project’s regional approach: review planning, management, monitoring and quality assurance mechanisms for the delivery of the project interventions and the added value of the regionality of the project set up in the context of fiscal reform at national and subnational level using following questions.</i></p> <ul style="list-style-type: none"> <li>(i) To what extent is the existing project management structure appropriate and efficient in generating the expected results?</li> <li>(ii) Have resources (funds, human resources, time, expertise, etc) been allocated strategically to achieve outcomes?</li> </ul>

Criteria	Guiding Questions
	<p>(iii) Was the process of achieving results efficient? Were the resources effectively utilized?</p> <p>(iv) Did project activities overlap and duplicate other similar interventions funded nationally and/or by other donors?</p> <p>(v) What are the added value of the project's regionality approach for influencing fiscal reforms at the national / subnational level?</p>
<b>Sustainability</b>	<p><i>Sustainability of the project results and risks along with opportunities related to future interventions: review and assess if the current project setup has plans for future resource mobilization, synergy, long term partnership and / or taking into account institutionalization of the project impact for continued support after the project end using following questions;</i></p> <p>(i) To what extent are the project approach for CC and GSI integration to the fiscal reform likely to be institutionalized and implemented by Ministry of Finance, sectoral ministries including their line ministries after the completion of this project?</p> <p>(ii) What is the likelihood of the continuation and sustainability of the fiscal reforms which integrated CC and GSI in budget formulation processes in targeted sectoral ministries, including MOFs, after the completion of the project?</p> <p>(iii) How were capacities of government strengthened at the national and subnational levels for GCCF implementation and institutionalization?</p> <p>(iv) Describe key factors that will require attention in order to improve the prospects of sustainability of Project outcomes and the potential for replication of the approach?</p>
<b>Gender and Social Inclusion (GESI)</b>	<p><i>Sustainability and effectiveness of of Climate Change and Gender and Social Inclusion Integration approach: review the project's approaches and strategies at different country context in integrating Climate Change, gender and social inclusion (GSI) in the national and/or subnational fiscal frameworks using following questions;</i></p> <p>(i) To what extent have gender and social inclusion (GSI) provisions been incorporated in the CC budget process and investment?</p> <p>(ii) To what extent the GSI strategy developed by the project has been used and applied in the CC budget formulation process?</p> <p>(iii) To what extent has the project promoted positive changes for women, as well as the disabled and other marginalized groups in the CC budget process?</p>

#### 4. MTR Methodology

The MTR method suggested here are indicative only. The MTR consultant should review the methodology and propose the final methods and data collection tools as part of the inception report. The MTR should build upon the available programme documents, online interviews with key informants and gathered from focus groups discussion, which would provide an opportunity for more in-depth analysis and understanding of GCCF project. The evaluation consultant is expected to frame the evaluation using the criteria of relevance, effectiveness, efficiency and sustainability. The methods and tools should adequately

address the issues of Climate Change, gender and social inclusion sensitive budget process.

The consultant must provide evidence-based information that is credible, reliable and useful. The consultant is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, project team, UNDP COs, UNDP BRH and key stakeholders. The MTR will provide quantitative and qualitative data adopting appropriate methods. Some of the data collection methods are listed in below table 3.

*Table 3 – Some Methods of Collecting Data*

Review of related literature	The MTR Consultant is expected to carry out the following activities while reviewing the related literature: (i) Desk study of relevant literature (ii) Study and review of all relevant project documentation, including the GCCF project document, cost sharing agreement, workplans, result framework, progress reports, UNDP Bangkok Regional Hub Regional Programme Document Mid-term review (RPD MTR), and CFN project proposal along with relevant communication materials and knowledge products (iii) Evidence sources (such as monitoring reports, project studies, regional dialogue reports, policy brief, CCF and GSI Assessment Framework etc.)
Online Interviews/Consultations	(i) In depth interviews (online) to gather primary data from key stakeholders using a structured methodology (ii) Focus Group discussion (online) with project beneficiaries and other stakeholders. (iii) Interviews (online) with relevant key informants (iv) Online meetings and or discussions with relevant MoF, MOCC, UNDP COs, Responsible Partners and other relevant stakeholders to complement the information received from other sources and for triangulation of information. (v) Online surveys or zoom meetings may be conducted to solicit feedback.

## 5. Expected Deliverables

The following deliverables in line with IEO’s guidance are expected:

*Table 4 - Expected Deliverables and Descriptions*

#	Deliverables	Description	Due date
1	Workplan and methodology	The workplan should provide clear timeline of how each MRT steps will be undertaken. Considering the travel restriction due to COVID 19, the consultant is required to provide clear interview and/or focus group discussion scheduled online as this will required coordination support from the GCCF project team at BRH. As UNDP BRH just completed the RPD MTR, the consultant is expected to review the RDP MTR findings and methodology used for the process as this will help inform the design of GCCF project	10 days after the contract signed

#	Deliverables	Description	Due date
		MTR approach and methodology. The GCCF MTR methodology should provide a specific assessment framework, covering both quantitative and qualitative dimensions, with a detailed list of required stakeholders who need to be interviewed in the MTR process. The draft methodology can be adjusted later once the MTR consultant has completed the desk review of the project related documents. The final MTR approach and methodology can be presented as a part of the Inception Report.	
2	GCCF MTR Inception report	<ul style="list-style-type: none"> <li>The inception report should include a proposed schedule of tasks, activities and deliverables, building on what has been provisionally proposed in this ToR.</li> <li>It should be prepared by the MTR consultant before going into the full-fledged MTR exercise.</li> <li>It should detail the reviewing approach, proposed format and table of content of the MTR report.</li> <li>It must also outline reviewers' understanding of what is being reviewed and why, showing how each area of inquiry will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. This information should be provided through the preparation of a MTR Matrix.</li> <li>The inception report should provide UNDP/SIDA and the MTR consultant with an opportunity to verify that they share the same understanding about the assignment, the same understanding of the ToC and clarify any misunderstandings at the outset.</li> </ul>	15 January 2021
3	MTR evaluation matrix	This matrix should include key evaluation criteria, indicators, question and sub-questions to capture and assess them.	31 January 2021
4	MTR evaluation briefing	After completion of data collection or before sharing the draft report, the evaluator should present preliminary debriefing and findings to UNDP Advisory Team and MTR reference group at UNDP BRH.	31 January 2021
5	Draft GCCF Mid-term Review (MTR) report	<ul style="list-style-type: none"> <li>The Mid-term Review (MTR) Advisory Group<sup>2</sup> will review the draft GCCF Project Mid-Term Review (MTR) report to ensure that it meets the required quality standards and covers all agreed components and contents of the MTR. Detailed comments and feedback on the draft report will be provided to the MTR consultant, and discussions may be held to provide clarifications as necessary.</li> <li>The draft report will also be shared with stakeholders and other partners, including SIDA, for additional feedback and inputs.</li> </ul>	10 February 2021

<sup>2</sup> The MTR Advisory Group refers to the GCCF MTR oversight function at BRH. The group members composed of representatives from UNDP Programme Management Unit and SDG Finance and Policy Advisor and RBM, M&E Specialist.

#	Deliverables	Description	Due date
		<ul style="list-style-type: none"> <li>Evaluator should submit a comprehensive draft report consisting of major findings and recommendations for future course of action.</li> </ul>	
6	Final GCCF – Mid-term Review (MTR) report	<ul style="list-style-type: none"> <li>The final MTR report will be produced by the MTR Consultant based on feedback received on the draft report. The final report will be shared with SIDA, stakeholders and other relevant partners.</li> <li>The final draft report should be submitted within the given timeline with enough detail and quality.</li> </ul>	15 March 2021
7	Audit Trail Form	<p>The comments and changes by the consultant in response to the draft report should be retained by the evaluator in form of audit trail to show they have addressed comments.</p> <p>This document can be submitted as an Annex to the final evaluation report.</p>	15 March 2021

## 6. Evaluation team composition and required competencies

The GCCF MTR requires only one international consultant to complete the MTR. Following here is the anticipated number of working days required in each MTR process with total number of working days not exceeding 45 working days during 1 December 2020 – 31 March 2021.

Deliverables/ Outputs	Estimated Person days to Complete
MTR inception report (including final methodology, data collection tools and questions, proposed data collection schedules, evaluation matrix, evaluation briefing etc)	5 days
Desk review and analysis	5 days
Interviews and analysis	10 days
MTR draft report	10 days
Debrief on draft findings and recommendations to the management	2 days
MTR Second Report	10 days
MTR final draft <sup>i</sup>	2 days
Final Presentation	1 days
<b>Total</b>	<b>45 Days</b>



## 7. Ethical Considerations

“This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The consultants must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The contractor must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.”

Contractor will be held to the highest ethical standards and are required to sign a Code of Conduct upon acceptance of the assignment.

## 8. Implementation Arrangements

The principal responsibility for managing this evaluation resides with UNDP BRH Governance, Public Finance Management Specialist (the Project Manager of Governance of Climate Change Finance Project Team) at UNDP Bangkok Regional Hub. The GCCF project Team will contract the MTR consultant and help with the day to day coordination for MTR process with different stakeholder. The details of the implementation arrangement are described in Table 7.

Table 7 - Implementation Arrangements

Who (Responsible)	What (Responsibilities)
MTR Advisory Group as <i>Evaluation Manager</i> . The group comprises of UNDP Project Coordinator (representative from UNDP BRH PMU), SDG Finance and Policy Advisor and RBM, M&E Specialist.	<ul style="list-style-type: none"> <li>Assure smooth, quality and independent implementation of the evaluation with needful guidance from UNDP’s Senior Management.</li> <li>Prepare and approve ToR and selection criteria.</li> <li>Hire the national consultant by reviewing proposals and complete the recruitment process.</li> <li>Ensure the independent implementation of the evaluation process.</li> <li>Approve each steps of the evaluation</li> <li>Supervise, guide and provide feedback and comments to the evaluation consultants.</li> <li>Ensure quality of the evaluation.</li> <li>Ensure the Management Response and action plans are fully implemented</li> </ul>
Governance and Public Finance Management Specialist (GCCF Project Manager)	<ul style="list-style-type: none"> <li>Draft ToR to be reviewed and finalized by the <i>Evaluation Manager</i></li> <li>Support in hiring the consultant</li> <li>Provide necessary information and coordination with different stakeholders including donor communities</li> <li>Provide feedback and comments on draft report</li> <li>Prepare management response and action plan and follow up the implementation</li> </ul>
GCCF Project Team	<ul style="list-style-type: none"> <li>Provide required information, furnishing documents for review to the consultant team.</li> <li>Logistic arrangements, such as for support in setting up stakeholder meetings, arranging field visits and coordinating with the Government.</li> </ul>

Who (Responsible)	What (Responsibilities)
MTR Consultant	<ul style="list-style-type: none"> <li>• Review the relevant documents.</li> <li>• Develop and submit a draft and final inception report</li> <li>• Conduct evaluation.</li> <li>• Maintain ethical considerations.</li> <li>• Develop and submit a draft evaluation report</li> <li>• Organize meeting/consultation to discuss the draft report</li> <li>• Incorporate inputs and feedback in draft report</li> <li>• Submit final report with due consideration of quality and effectiveness</li> <li>• Organize sharing of final evaluation report</li> </ul>
MTR Reference Group	<ul style="list-style-type: none"> <li>• The MTR Reference Group comprised of UNDP COs focal points, DRR/RR as relevant, representative from GPN-AP, SIDA representative and other relevant stakeholder</li> <li>• Review draft report and provide feedback</li> <li>• Participate in debriefing session and provide suggestions</li> </ul>

The MTR Consultant will be briefed by UNDP Evaluation Manager upon arrival on the objectives, purpose and output of the evaluation. An oral debriefing by the MTR Consultant on the proposed work plan and methodology will be done and approved prior to the commencement of the process.

The GCCF MTR will remain fully independent. The MTR Consultant maintains all the communication through the Evaluation Manager during the implementation of the evaluation. The Evaluation Manager should clear each step of the evaluation. Evaluation report must meet the requirements from the Independent Evaluation Office’s guidelines which will be provided as part of the inception meeting.

Contractors will arrange online final presentation with UNDP BRH and relevant stakeholders and noted comments from participants which will be incorporated in the final report.

The final report will be signed off by UNDP Bangkok Regional Hub, Manager.

**9. Duration of the Work/ MTR Activities and Timeframe**

This assignment is anticipated to take place between 1 December 2020 – 31 March 2021. This assignment is on a part-time, home-based, and output based basis. Due to COVID19, no travel is required. The expected level of effort for the MTR consultant is approximately 45 working days.

**10. Use of Evaluation Findings**

The evaluation findings and recommendations of the MTR will be used by the GCCF Project Team and UNDP SDG Finance Team at BRH to learn lessons for future improvements, or to replicate good practices in future programmes/projects of similar types or for extension of the existing programme as per the need. Therefore, the MTR report should provide critical findings and specific recommendations for future interventions.

**11. Qualifications of the Successful MTR Individual Contractor**

The application submission procedure and its selection criteria will be reflected in procurement notice. The following are minimum required qualifications for the GCCF project Mid-term Review Consultant:

*Education:*

- Master's degree in Development Studies, Public Finance, Political Science, Public Management, Environmental Economics, or other related field.
- Academic/professional background in M&E, RBM or programme management is an asset.

*Work Experience:*

- At least 10 years of proven experience in conducting reviews and evaluations of development programmes or projects in the area of climate change, Public Finance reform, environmental management, or performance/results-based budgeting.
- At least 5 years of relevant professional work experience in areas of climate change, Public Finance or environmental policy with an emphasis on public administration, decentralization, and governance in developing countries.
- Experience with result-based management, evaluation methodologies and programme/project monitoring approaches.
- Experience working with development partners, especially in the area of climate change finance, governance or public financial management is desired.
- Experience working in Asia-Pacific region is desired.
- Project review/evaluation experience within the UN System is highly desired.

*Functional competencies:*

- Strong interpersonal skills, communication and diplomatic skills.
- Openness to change and ability to receive and integrate feedback.
- Strong analytical, reporting and writing abilities.
- Excellent speaking and presentation skills.

*Language requirements:*

Excellent spoken and written English language skills required

## 12. Annexes

1. Relevant Documents: Project Document, RRF, Multi-year work plan, Annual Work Plan 2017 - 2020, Project Progress Reports of 2017 and 2019 and possible 2020 drafted progress report, Financial Reports, Knowledge products etc.
2. IEO's guidance on Structure and content of report,
3. List of key agencies, stakeholders and partners for evaluation

**UNDP**

- UNDP Country Focal Points from Bangladesh, Cambodia, Indonesia, Thailand and Pacific
- UNDP BRH GCCF Project Team members

**Stakeholders:**

- International development partners
- Project donor and other donors
- Representative Government representative from Ministry of Finance (Indonesia, Cambodia, Fiji and Tonga), Ministry of Climate Change Coordination, Ministry of Public Work and Transportation (Cambodia), Office of Natural Resource Management (Thailand), including other relevant sectoral ministries and line ministries,

**Implementing Partners**

- NGO Forum
- CDRI
- EFI

---

<sup>i</sup> Multiple reiterations may be required prior to approval of the final report which must comply with Independent Evaluation Office's Quality Standards available [here](#).