

TERMS OF REFERENCE SPECIAL SERVICE AGREEMENT

1) Position Information

Post Title:	<i>Project Evaluation Specialist</i>
Practice Area:	<i>Environment</i>
Post Level:	<i>International</i>
Duration of the Assignment:	<i>Maximum 36 working days during the period 24 January – end March 2011</i>
Duty Station:	<i>E&E, TSCP and SLM</i>
Cluster/Project:	<i>E&E Cluster</i>
Supervisor:	<i>Mr. Lay Khim, Assistant Country Director and Team Leader of E&E Cluster</i>

2) Projects Background

a. Tonle Sap Conservation Project (TSCP)

The Tonle Sap Conservation Project (TSCP) is a seven year (2004-2011) UNDP/Global Environment Facility (GEF)-supported project aiming at developing the management capacity for biodiversity conservation in the Tonle Sap Biosphere Reserve (TSBR) in Cambodia through (i) enhancing the capacity for management of biodiversity; (ii) developing systems for monitoring and management of biodiversity; and (iii) promoting awareness, education, and outreach on biodiversity conservation in the TSBR.

The project is a component of a broader program, the "Tonle Sap Environmental Management Project," co-financed by the Asian Development Bank, GEF, Capacity 21, Wildlife Conservation Society (WCS), and the Royal Government of Cambodia (RGC). The program has three components: (i) strengthening natural resource management in the TSBR; (ii) organizing communities for natural resource management; and (iii) building management capacity for biodiversity conservation. The TSCP is an integral part of the third component and is managed in coordination with the other two components, with common management, monitoring and evaluation mechanisms.

The Project is nationally executed by the Cambodia National Mekong Committee. Project assurance is provided by the UNDP Cambodia Country Office.

The Project design includes a provision for a Final Project Evaluation to be completed at Project end. The TSCP was scheduled for operational closure at the end of 2011 however, due to logistical, financial, and operational considerations, the TSCP Board voted in September 2010 to conclude implementation of all TSCP activities at the end of 2010.

b. Building Capacity and Mainstreaming Sustainable Land Management Project (SLM)

Building Capacity and Mainstreaming Sustainable Land Management Project (SLM) is a 3 year (2008-2011) UNDP/Global Environment Facility (GEF) and Global Mechanism (GM)-supported project aiming at strengthening the enabling environment for sustainable land management, while ensuring broad-based political and participatory support for the process in Cambodia through (i) completing National Action Program to Combat Land Degradation; (ii) enhancing Institutional and human resources capacity to plan and implement SLM; and (iii) integrating SLM into national and sectoral policies and regional planning.

The project contribute towards the achievement of the following long-term goal: The agricultural, forest and other terrestrial land uses of Cambodia are sustainable, productive systems that maintain ecosystem productivity and ecological functions while contributing directly to the

environmental, economic and social well-being of the country. The project contributes to Cambodia's efforts to deliver the Millennium Development Goals (MDGs). The project has relevance for several MDGs, but most directly to MDG 7 - Ensure environmental sustainability.

The project has three outcomes: (i) National Action Program (NAP) is completed; (ii) Institutional and human resources capacity to plan and implement SLM is enhanced; and (iii) SLM is integrated into national and sectoral policies and regional planning.

The Project is nationally executed by the Ministry of Agriculture, Forestry, and Fisheries. Project assurance is provided by the UNDP Cambodia Country Office.

3) General Context

In line with UNDP-GEF Monitoring and Evaluation (M&E) policies and procedures, all full-sized and medium-sized projects supported by the GEF should undergo a terminal evaluation upon completion of implementation.

The terminal evaluation must provide a comprehensive and systematic account of the performance of a completed project by assessing its project design, process of implementation, achievements vis-à-vis project objectives endorsed by the GEF including any agreed changes in the objectives during project implementation and any other results.

Terminal evaluations have four complementary purposes:

- To promote accountability and transparency, and to assess and disclose levels of project accomplishments;
- To synthesize lessons that may help improve the selection, design and implementation of future GEF activities;
- To provide feedback on issues that are recurrent across the portfolio and need attention, and on improvements regarding previously identified issues; and,
- To contribute to the GEF Evaluation Office databases for aggregation, analysis and reporting on effectiveness of GEF operations in achieving global environmental benefits and on the quality of monitoring and evaluation across the GEF system.

4) Objectives of the Assignment

The Monitoring and Evaluation policy in UNDP/GEF at the project level has four objectives:

- to monitor and evaluate results and impacts – particularly on global biodiversity values for TSCP and on addressing land degradation for SLM project;
- to provide a basis for decision-making on necessary amendments and improvements of future projects;
- to promote accountability for resource use, including efficiency and effectiveness of implementation; and
- to provide feedback on lessons learned.

A Terminal evaluation is a monitoring and evaluation process that occurs at the project level at the end of project implementation. Terminal evaluations are intended to review overall project design, assess progress towards the achievement of objectives, identify and document lessons learned (including lessons that might improve design and implementation of other UNDP/GEF projects), and review the extent to which the project addressed the recommendations in the Mid-Term Evaluation (for TSCP). It is expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from monitoring. The Terminal evaluation provides the opportunity to evaluate overall project success or failure and to make

recommendations for consideration in future projects. Terminal evaluations also assist transparency and improve access to information for future reference.

The Terminal Evaluation is being initiated by UNDP pursuant to the evaluation plan in the Project Document and donor reporting requirements. The Terminal Evaluation aims to focus on determining progress being made towards the achievement of outcomes will identify the relevance, effectiveness, efficiency and timeliness of project implementation; highlight issues requiring decisions and actions; and present initial lessons learned about project design, implementation and management. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and rural livelihood improvement, and the achievement of global environmental goals. It will also identify and document lessons learned and make recommendations that will maximize the impact of the TSCP and SLM going forward, and/or that might improve design and implementation of similar projects.

The Terminal Evaluation is intended to be a systematic learning exercise for project partners. The exercise is therefore structured so as to generate and share experience and practical knowledge. To achieve this, the evaluation will take place in a consultative and participatory rather than advisory manner.

5) Scope of Work

The Terminal Evaluation will be conducted in such a way to ensure that key principles of evaluation are closely respected. The Terminal Evaluation will be independent, impartial, transparent, ethical and credible.

The following broad areas will be covered by the Evaluation:

- relevance of the project concept, design and implementation arrangements in today's context. This includes overall relevance of the Project in the broader global and national context, e.g., whether the Project outcomes were consistent with the GEF Biodiversity Focal Area Strategy, GEF Operational Program on SLM (OP 15) and country priorities;
- project ownership at the national and local levels;
- stakeholder participation, including gender balances in participation and influence;
- project effectiveness, i.e., progress achieved against planned outputs and sub-outputs;
- partnership and complementarity with other relevant on-going or past activities (the synergy with the two other broader programme components of Tonle Sap Environmental Management Project for TSCP) ;
- sustainability of Project achievements and impacts, including financial, sociopolitical, institutional framework and governance, and environmental sustainability, as well as an assessment of the feasibility of replication and exit strategies;
- any catalytic role played by the project;
- financial aspect: planning, execution and sustainability, including the timely delivery and use of co-financing;
- project efficiency: cost effectiveness including impacts of delays in Project start up and implementation;
- effectiveness of the application of adaptive management principles through monitoring and evaluation (including effective use of log frame, UNDP risk management system, the Annual Project Implementation Reviews, and other monitoring tools and mechanisms as appropriate); and
- extent to which the Project effectively addressed the Mid-Term Evaluation recommendations through UNDP/TSCP management responses.

It is proposed that the assessment be grouped into four components, 1) Project design assessment, 2) Project implementation assessment, 3) Results assessment, and 4) Capacity building assessment. The Evaluation will highlight lessons learned and best (and worst, if applicable) practices in addressing issues relating to relevance, performance and success. Finally, the evaluation will recommend activities, including possible donor-funded interventions, to consolidate and build on Project achievements going forward after Project conclusion.

6) Final Products or Deliverables/Outputs

The Terminal Evaluation will produce the following outputs:

- two detailed Terminal Evaluation Reports in concise English, including Lessons Learned and evaluation conclusions, using the specified UNDP/GEF format (no more than 50 pages/report, excluding Executive Summary and Annexes);
- record of key outputs from the evaluation process, including workshop outputs, and minutes of meetings with stakeholders; and
- summary presentation of Terminal Evaluation Report findings to be presented at the Project Terminal Workshop.

Although the Evaluation Team will have certain flexibility in structuring the report, a suggested format is provided in Annex A.

7) Monitoring and Progress Controls

The evaluation consultant shall work in close collaboration with the TSCP and SLM project team and UNDP CO, E&E Cluster. The following reports shall be submitted to respective TSCP and SLM project and E&E Cluster for review and comment:

- Inception report (including workplan and approach) – after 1 week of the initiation of work
- Progress report against deliverables/outputs and milestones indicating in the inception report

Day-to-day supervision and monitoring performance of the consultants shall be done by E&E Team Leader. The E&E Programme Analyst shall provide overall quality assurance on the draft reports.

8) Payment Milestones

- **First payment:** 20% of the contract lump-sum amount will be paid within 15 days after submission and acceptance of the consultancy inception report which includes work-plan, key milestones and approach of conducting the assignment consistent with the Terms of Reference.
- **Second payment:** 40% of the contract lump-sum amount will be paid within 15 days after submission and acceptance the draft evaluation report.
- **Last payment:** 40% of the contract lump-sum amount will be paid within 15 days after submission and acceptance of the final evaluation report.

Every payment is subject to receipt of certification of payment and performance evaluation for last payment duly completed and signed by **ACD and Team Leader, Environment and Energy Cluster, UNDP – Cambodia.**

9) Degree of Expertise and Qualifications

- Minimum of a master's degree or equivalent in natural resource management, environment, development or related field demonstrably relevant to the position.
- Strong technical background and proven competency in biodiversity conservation, protected areas management, or related areas of natural resource management, including demonstrable expertise in project formulation, implementation and evaluation. A minimum of 15 years of relevant experience is required.
- Experience with UNDP's current project formulation, implementation and evaluation procedures. Familiarity with GEF programming and procedures, as well as its evaluation policies and guidelines, will be an important asset.
- Excellent English writing and communication skills. Demonstrated analytical skills, ability to assess complex situations, to succinctly and clearly distill critical issues, and to draw practical conclusions.
- Demonstrated ability to work with developing country government agencies and NGOs. Previous work experience in Southeast Asia, and ideally in Cambodia.
- Previous work experience with United Nations and other multilateral/bilateral development assistance agencies.
- Experience leading multi-disciplinary, multi-national teams in high stress. Ability to meet short deadlines.
- Excellent interpersonal, coordination and planning skills. Sense of diplomacy and tact.
- Ability and willingness to travel to provincial areas.
- Computer literate (MS Office package).

Annex A: Suggested structure of the Final Evaluation Report

Executive summary

- Brief description of project
- Context and purpose of the evaluation
- Main conclusions, recommendations and lessons learned

Introduction

- Purpose of the evaluation
- Key issues addressed
- Methodology of the evaluation
- Structure of the evaluation

The Project and its Development Context

- Project start and its duration
- Problems that the project seek to address
- Immediate and development objectives of the project
- Main stakeholders
- Expected results

Findings and Conclusions

Project formulation

- implementation approach
- country ownership/driven-ness
- stakeholder participation
- replication approach
- cost-effectiveness
- UNDP comparative advantage
- linkages between project and other interventions within the sector
- indicators
- management arrangements

Project implementation

- financial planning
- monitoring and evaluation
- execution and implementation modalities
- management by the UNDP Country Office
- coordination and operational issues

Project Results

- attainment of objectives
- sustainability of project results
- contribution to upgrading skills of the national staff

Lessons Learned

Annexes

Terms of Reference

Itinerary

List of Persons Interviewed

Summary of Field Visits**List of Documents Reviewed****Set of Evaluation Questions Asked (if any) and Summary of Results****Annex B: Composition of the Evaluation Team**

Two Consultants, one International and one National, will be responsible for conducting and reporting on the evaluation, under the guidance of and reporting to UNDP's Environment and Energy Cluster. The International Consultant will be designated as Team Leader and will carry overall responsibility for organizing and completing the evaluation and delivering the final report. The National Consultant will assist with technical analysis and with translation/interpretation, and coordination of logistical arrangements.

The Evaluation Team will draw lessons learned and make recommendations that will impact and improve the design and implementation of other UNDP/GEF/UNF projects. The International Consultant will have overall responsibility for the coordination, drafting, completion and delivery of the Terminal Evaluation Report, including methods, findings / lessons learned, recommendations and follow-up actions to be taken. The National Consultant will, under the overall direction of the International Consultant, have responsibility for the day to day coordination and implementation of evaluation activities, and will assist with reporting of the evaluation findings. The National Consultant will provide particular support with methodologies and with Khmer language interpretation and translation.

Annex C: Consultants' Task Schedule

The Mission comprises three components: 1) start-up, a period of 2-5 days during which the International and National Consultants, working from their home base, will familiarize themselves with background materials; 2) stakeholder consultations and field visits, report drafting and in-country presentation, currently planned for the period 1 February to 4 March 2011; and 3) receipt of stakeholder comments on the draft final report, currently planned for latest 9 March, and incorporation into a final report to be submitted by the International Consultant (working from his/her home base) to UNDP by 28 March 2011.

Dates	Task	Time Suggested
During the week Mon 24- Jan	Consultants prepare for evaluation including desk review of documents provided in advance at home office and develop preliminary evaluation methodology	2 day
Mon 31 Jan	International consultant arrives in country. Consultants attend briefing session with UNDP (AM) and key project staff (PM)	1 day
Tue 1- Thurs 3 Feb	Further desk review of relevant documents and reports, preparation and presentation of evaluation methodology and report outline Design review and discussion	3 days
Fri 4 Feb	Meetings with project stakeholders, refinement of methodology and development of proposed report outline based on stakeholder comments, and further desk review	1 day
Mon 7 - Thurs 10 Feb	Meetings with key stakeholders in Phnom Penh	4 days
Fri 11 - Sun 20 Feb	Meetings with key stakeholders in the provinces	8 days
Mon 21 - Thurs 24 Feb	Preparation of first draft report in Phnom Penh, including meetings to validate/clarify findings	4 days
Fri 25 Feb	Presentation of preliminary findings to Core Project leadership (10-15 core persons) and follow up discussion	1 day
Fri 26 Feb- Thurs 3 Mar	Incorporation of comments in report	4 days

Dates	Task	Time Suggested
Fri 4 Mar	Submission of first draft reports to UNDP for further circulation and clarification. International consultant departs	1 day
Wed 9 Mar	Stakeholders provide comments on first draft (this is outside the consultants' brief)	N/A
Thu 10 - Wed 16 Mar	Home-based work to finalize report based on comments from stakeholders, followed by submission of the second draft report to UNDP for further circulation	5 days
Mon 28 Mar	Board meeting review to adopt the final report as well as prepare for Project Terminal Workshop	N/A
April	Publication of the final report	N/A

Note: Total consultancy time comprises 36 working days (34 days per above Schedule Plus 2 days as required)