

TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTOR

1) Position Information

Post Title:	Senior Evaluation Specialist
Practice Area:	Environment
Post Level:	International
Duration of the Assignment:	30 Working Days (From 01 March to 12 April 2012)
Duty Station:	Phnom Penh, Cambodia
Expected Places of Travel	Some travel to provinces
Cluster/Project:	Cambodia Climate Change Alliance, E&E Cluster
Supervisor:	E&E Team Leader and CCCA National Project Coordinator

2) General Context

The Cambodia Climate Change Alliance (CCCA) is multi-donor initiative (funded by Sida, Danida, EC and UNDP) with a comprehensive and innovative approach to address Climate Change in Cambodia. The CCCA aims at creating the enabling conditions required for Cambodia to respond to the challenges and opportunities posed by Climate Change. The approach is to focus on capacity building and institutional strengthening targeting key national institutions, sub-national authorities, and civil society. The CCCA includes a horizontal multi-donor Climate Change Trust Fund, administered by UNDP, which provides resources for the programme and for mainstreaming initiatives and to create a harmonized engagement point for donors thereby minimizing transaction costs for Government.

The overall objective of the CCCA is to strengthen the capacity of the NCCC to fulfill its mandate to address climate change and to enable line ministries and CSOs to implement priority climate change actions.

Five key results of CCCA are:

1. Improved the capacity to coordinate national policy making, capacity development, outreach/advocacy efforts, and to monitor the implementation of national climate change strategy, policy and plans.
2. Improved access to updated climate change information, knowledge and learning opportunities at all levels.
3. Strengthened capacity within the NCCC to mobilize and to effectively administer climate change funds and to prepare for a nationally owned trust fund.
4. Increased resilience of coastal communities and ecosystems to climate change through adaptation planning, demonstrated targeted local interventions and provision of practical learning experience in adaptation planning to the NCCC/CCD.
5. Strengthened capacity in RGC agencies and civil society organizations for developing and implementing climate change response initiatives in line with agreed national climate change priorities, independently or in partnerships, through access to new financial and technical resources.

CCCA Programme is nationally implemented with MoE as the Implementing Partner on behalf of NCCC, and with UNDP providing implementation support. CCCA Programme Document provides the legal basis for its implementation.

The CCCA programme was initially designed for three years. However due to delays experienced in the first year, the request for extension up to mid-2014 is under formulation. The idea is to have the

present set-up substituted by country systems, possibly government managed trust fund, in a later phase.

CCCA is implemented with a programme-based approach which promotes coherence of inter-ministerial collaboration, sharing of information and a focus on results. To ensure national ownership, NCCC is responsible for overall guidance via Programme Support Board (PSB). Technical soundness is achieved through advice of the Climate Change Technical Team (CCTT) to the NCCC and PSB with short term inputs of impartial/neutral individual experts for project proposal appraisal. The CCCA Trust Fund is being administered by UNDP as interim arrangement to ensure maximum accountability and transparency, with assurance provided by a dedicated Trust Fund Administrator (TFA), embedded in the TF Secretariat. The latter was established following the decisions of the 3rd meeting of the Programme Support Board held on 2 February 2011 to manage day-to-day operation of the Trust Fund. The Secretariat is managed by the Head of Secretariat who is a Government appointee and reports to the PSB on progress of the CCCA Programme.

This CCCA mid-term evaluation is intended:

- To assess the overall progress to date of CCCA and provide recommendations and adjustment if necessary to ensure that the objectives and outcomes of result framework of the programme can be achieved.
- To identify opportunities and challenges related to the design, implementation and management of CCCA.
- To provide practical recommendations to enhance national ownership, and sustainability of the programme,; and
- To provide feedback and lessons learned to CCCA partners.

Another element to assess how the CCCA Programme is related to or compliments other Climate Change activities. The MTR shall also make recommendations on second post-2014 phase of the Programme which will include an assessment of the feasibility of Government administration of future climate change funding using Government financial systems.

The evaluation team shall compose of at least two members namely Senior Evaluation Specialist-Team Leader and National Evaluation Coordinator. To complement the expertise of the above mentioned two positions, an additional Climate Change Policy Specialist would be provided by Sida if an expert with the suitable profile is available.

3) Scope of Work

The Consultants will work under the direct supervision and coordinate their work with the UNDP E&E team leader and the UNDP Country Office. As technical and professional experts, the Consultants are expected to carry out all MTR activities with minimum supervision. Main activities are:

- Review key documents related to climate change in Cambodia, in addition to the specific project documentation, such as CCCA programme document and log-frame, annual work plan and budget (2010-2011), annual project progress report (2010-2011), annual financial report (2010-2011), etc. (Note: Data verification shall be an integral part of the evaluation).
- Develop more detailed questionnaires in line with the proposed evaluation criteria as indicated in section 3 & 4 of the MTR ToR.
- Conduct semi-structured interviews and meetings with project stakeholders: (i) Head of Trust Fund Secretariat, CCTT, UNDP, EC, Sida, Danida (ii) PSB members, (iii) Officials of CC-

prioritized ministries, (iv) CCCA national and international staff and (v) representatives of TF grantees, etc.

- Conduct a few field visits to meet with targeted provincial authority, provincial grantees/partners, grant beneficiaries as well as visit physical outputs of grant projects.
- Present initial findings and key recommendations at debriefing meeting with CCD, UNDP, CCCA donors and project staff.

The Senior Evaluation Specialist-team leader will take the overall responsibility for the quality and timely submission of the evaluation report to the UNDP and CCCA.

The Team Leader will perform the following tasks:

- Lead and manage the evaluation mission;
- Design the detailed evaluation scope (including the methods for data collection and analysis);
- Develop evaluation questions;
- Decide the division of tasks and responsibilities within the evaluation team;
- Conduct analysis of the results and implementation strategy (as per the scope of the evaluation described above);
- Make presentation of the evaluation;
- Draft related parts of the evaluation report;
- Finalize the whole evaluation report;
- Liaise with the Climate Change Policy Specialist to coordinate the evaluation process and to get his/her inputs/expertise in drafting and finalizing the evaluation report;
- Coordinate with the National Evaluation Coordinator to ensure proper logistical and administrative arrangement and to get good national perspectives.

4) Final Products or Deliverables/Outputs

The MTR Consultants will be responsible to deliver the following outputs (in 5 hardcopies and 2 electronic versions):

1. Finalized MTR concept note highlighting evaluation methodology, draft MTR report outline, and work plan.
2. Draft MTR report to MoE/CCD and UNDP (approx 30 pages excluding annexes, in English) addressing in a systematic and analytic way consolidated findings and recommendations.
3. An Executive summary (max 4 pages) of the consolidated MTR report, in simple English.
4. Final versions of the MTR Report and Executive Summary.

5) Institutional Arrangement

To facilitate the MTR process, the UNDP country office (CO) will assign a Programme Analyst to support the review team in liaising with key partners and other stakeholders, make available to the team all necessary information, organizing dialogue and stakeholder meetings on the findings and recommendations.

During the evaluation, CCCA team will work closely with the MTR team to facilitate the process including providing relevant documents related to the programme activities for the literature review; identifying stakeholders and sources of information; assisting in organizing meetings with stakeholders; assisting in arranging field visits (through formal invitations when required); and identifying key issues that may emerge during the evaluation period and assisting to resolve these wherever possible. However, the evaluation will be fully independent and the MTR team will retain enough flexibility to determine the best approach to collecting and analyzing data for the mid-term review.

The MTR team shall work independently and with their personal equipments (IT and communication) and office arrangements. Interpretation and translation will only be facilitated through the support of the national consultant. Only transportation to project sites (out of Phnom Penh) will be provided under UNDP rules.

6) Monitoring and Progress Controls

The following reports shall be submitted to the E&E Cluster for review and comment:

- Finalized MTR concept note– within first week of work and consultation with CCCA and E&E Cluster.
- Progress reports against deliverables/outputs and milestones indicated in the consultancy work plan.

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

7) Payment Milestones

First Payment: 30% on signing contract and submission of the MTR concept note.

Second Payment: 40% on submitting draft MTR Report.

Final Payment: 30% on submission of final versions of MTR Report.

8) Minimum Qualifications Requirement

Education:	Advanced university degree in natural resource management, rural development, development studies, and other relevant fields
Experience:	<ul style="list-style-type: none"> • Over ten years of work experience in the field of monitoring and evaluation of development projects • Experience in developing evaluation methodologies and conducting interviews and focus group discussions • Experience in capacity-building, institutional development, or knowledge management • Experience working with government or development agency in Cambodia or comparable country in region
Competencies:	<ul style="list-style-type: none"> • Sound knowledge about result-based management, climate change issues • Good experience in management or evaluation of multi-partner initiatives in least developing countries

	<ul style="list-style-type: none"> • Ability and experience to lead multi disciplinary and national teams, and deliver quality reports within the given time; • Strong analytical skills • Strong experience in drafting evaluation reports • Good interpersonal skills • Excellent writing and verbal communications skills • Commitment toward high quality service; and • Ability to work effectively in a cross cultural environment;
Language Requirements:	Excellent written and spoken English

9) Criteria for Evaluation of Technical Compliance

Evaluation Criteria	Obtainable Score
Experiences in conducting similar evaluation	30
Knowledge of climate changes	20
Experience in management or evaluation of multi-partner initiatives in least developed countries	30
Quality of concept note (e.g: understanding, methodology)	20
Total Obtainable Score	100

This TOR is approved by:

Signature
Name and Designation
Date of Signing



Khim Lay
20/01/2012

CCCA Mid-Term Review Terms of Reference

Post Title:	Mid Term Review Consultants
Practice Area:	Environment
Duration of the Assignment:	30 working days (From 01 March to 12 April 2012)
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Expected Places of Travel	Some travel to provinces
Cluster/Project:	Cambodia Climate Change Alliance, E&E Cluster
Supervisor:	E&E Team Leader and CCCA National Project Coordinator

1. BACKGROUND

The Cambodia Climate Change Alliance (CCCA) is multi-donor initiative (funded by Sida, Danida, EC and UNDP) with a comprehensive and innovative approach to address Climate Change in Cambodia. The CCCA aims at creating the enabling conditions required for Cambodia to respond to the challenges and opportunities posed by Climate Change. The approach is to focus on capacity building and institutional strengthening targeting key national institutions, sub-national authorities, and civil society. The CCCA includes a horizontal multi-donor Climate Change Trust Fund, administered by UNDP, which provides resources for the programme and for mainstreaming initiatives and to create a harmonized engagement point for donors thereby minimizing transaction costs for Government.

The overall objective of the CCCA is to strengthen the capacity of the NCCC to fulfill its mandate to address climate change and to enable line ministries and CSOs to implement priority climate change actions.

Five key results of CCCA are:

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The CCCA programme was initially designed for three years. However due to delays experienced in the first year, the request for extension up to mid-2014 is under formulation. The idea is to have the present set-up substituted by country systems, possibly government managed trust fund, in a later phase.

CCCA is implemented with a programme-based approach which promotes coherence of inter-ministerial collaboration, sharing of information and a focus on results. To ensure national ownership, NCCC is responsible for overall guidance via Programme Support Board (PSB). Technical soundness is achieved through advice of the Climate Change Technical Team (CCTT) to the NCCC and PSB with short term inputs of impartial/neutral individual experts for project proposal appraisal. The CCCA Trust Fund is being administered by UNDP as interim arrangement to ensure maximum accountability and transparency, with assurance provided by a dedicated Trust Fund Administrator (TFA), embedded in the TF Secretariat. The latter was established following the decisions of the 3rd meeting of the Programme Support Board held on 2 February 2011 to manage day-to-day operation of the Trust Fund. The Secretariat is managed by the Head of Secretariat who is a Government appointee and reports to the PSB on progress of the CCCA Programme.

2. OVERALL OBJECTIVES OF THE MTR

This CCCA mid-term evaluation is intended:

- To assess the overall progress to date of CCCA and provide recommendations and adjustment if necessary to ensure that the objectives and outcomes of result framework of the programme can be achieved.
- To identify opportunities and challenges related to the design, implementation and management of CCCA.
- To provide practical recommendations to enhance national ownership, and sustainability of the programme;; and
- To provide feedback and lessons learned to CCCA partners.

Another element to assess how the CCCA Programme is related to or compliments other Climate Change activities. The MTR shall also make recommendations on second post-2014 phase of the Programme which will include an assessment of the feasibility of Government administration of future climate change funding using Government financial systems.

3. OVERALL REVIEW CRITERIA

MTR shall examine the progress of the CCCA Programme along the following seven review criteria and seek to respond to each review question listed below.

1) Relevance

- i) To what extent does the CCCA intervention meets the needs of Cambodia in addressing climate change issues?
- ii) To what extent are the objective and outcomes of CCCA relevant to the priority of the Government, partners, and donors policies?

2) Effectiveness

- iii) With CCCA support, to what extent has NCCC performed in providing policy oversight and inter-ministerial guidance and coordination?
- iv) To what extent were the CCCA governance structures, in particular the Programme Support Board, effective in directing the implementation of the CCCA Programme?

3) Efficiency

- v) To what extent the implementing partners and stakeholders offered support to programme implementation by the Government?
- vi) To what extent advisory support from technical advisors have influenced the smooth implementation of the programme?

VII) To what extent the use of UNDP as the interim Trust Fund Manager and the multi-donor trust fund approach resulted in lowering transaction costs and optimizing the results?

4) Sustainability

- vii) To what extent has the CCCA contributed to nurturing Government ownership and leadership in implementing CC initiative and sustaining the results of the CCCA programme?

5) Transformative Change

- viii) In what way is the CCCA intervention catalyzing changes in the way in which Cambodia is addressing climate change issues?

6) Coherence/Complimentarity

- ix) How does the CCCA intervention compliment other CC initiatives implemented in Cambodia? How to address if there are any significant overlaps?
- x) To what extent are the procedures and coordination among Development Partners harmonized and aligned to the principles of pool fund mechanism and country systems?

7) Partnership

- xi) To what extent the CCCA intervention forged new or strengthened partnerships among different stakeholders (Government institutions, Development Partners, civil society/academia, CC practitioners etc...)?

4. SPECIFIC REVIEW

In addition, the MTR will evaluate the status of implementation and management process employed under each of the 5 results contained in the CCCA Programme.

For each result, the MTR will assess the following aspects:

- 1) Overall progress to date (outputs & outcomes against the targets);
- 2) Relevance and suitability of the indicators in the logical framework;
- 3) Extent to which the planned activities allow for attainment of project objectives;

- 4) Strategies developed and implemented in addressing the key challenges faced in programme implementation;
- 5) Appropriateness of budget expenditure against outputs produced;
- 6) Recommendations for adjustment if such are needed to achieve the objective and outcomes of the programme.

In addition, the MTR will seek to respond to specific review questions developed for each of the 5 results.

Result 1: Coordination and Climate Change Policy Development

- To what extent has the CCCA intervention helped strengthen “the institutional capacity (of the NCCC) to coordinate national policy making, capacity development, outreach/advocacy efforts, and to monitor the implementation of national climate change strategy, policy and plans”; and what could be improved through certain adjustments?
- To what extent do the technical assistance and the climate change technical team support in building institutional capacity of the NCCC?

Result 2: CC Knowledge Management

- To what extent has the CCCA intervention contributed to improving access to updated information, knowledge, and learning opportunities by multi-stakeholders and vulnerable groups?
- What are the capability of the CCD staff in providing support on CC information and knowledge management platform? How effective is the technical assistance provided to the result 2? What are the main challenge and opportunities of the technical assistance in this particular to achieve the results?

Result 3: Capacity of NCCC in mobilizing and administering CC funds

- In what way has the CCCA achieved in designing a financing mechanism for mobilizing and disbursing funds to government institutions and civil society organizations which could be operated on the country systems?

Result 4: Resilience of coastal communities and ecosystems to CC

- To what extent has the coastal zone component prepared itself to start up the implementation?
- How sufficient are human resources allocated to carry out the tasks? How effective is the technical assistance provided to the result 4?

Result 5: Access to CC financial and technical resources

- To what extent have the Trust Fund operational procedures developed for CCCA allowed for effective and efficient administration of funds and in compliance with UNDP rules and regulations? What are the recommendations to improve fund administration?

- To what extent has CCCA Trust Fund mechanism contributed to capacity development and institutional strengthening of beneficiary institutions in support of CC strategy and plans? Provide recommendations.

5. EXPECTED OUTPUTS

The MTR Consultants will be responsible to deliver the following outputs (in 5 hardcopies and 2 electronic versions):

1. Consolidated MTR report to MoE/CCD and UNDP (approx 30 pages excluding annexes, in English) addressing in a systematic and analytic way consolidated findings and recommendations.
2. An Executive summary (max 4 pages) of the consolidated MTR report, in simple English.
3. Draft versions of the MTR and Executive summary would need to be circulated for comments by UNDP to the project stakeholders within 10 days after the end of the field mission. Programme Support Board members, UNDP and the implementation teams will have 21 days to propose comments prior to the MTR report being finalized and officially submitted to UNDP. Subsequently UNDP and the implementing partner (MoE) will prepare respective management responses and actions to follow up recommendations of the MTR.

Note: CCCA Programme team will ensure that the final report is translated in Khmer.

6. SELECTION PROCESS

In addition to CVs, candidates will be required to propose a brief Concept Note highlighting their experiences in conducting similar MTR and describing how they plan to conduct the review, the methodology and tools to be used. Applicants shall also submit a draft work plan and template of final MTR report. The applicants who have been involved in designing and implementing the CCCA programme will not be eligible for selection even if his/her competencies meeting the job requirement. This will ensure the independent opinion from the evaluation team.

7. METHODOLOGIES

The Consultants will work under the direct supervision and coordinate their work with the UNDP E&E team leader and the UNDP Country Office. As technical and professional experts, the Consultants are expected to carry out all MTR activities with minimum supervision. Main activities are:

- Review key documents related to climate change in Cambodia, in addition to the specific project documentation, such as CCCA programme document and log-frame, annual work plan and budget (2010-2011), annual project progress report (2010-2011), annual financial report (2010-2011), etc. (Note: Data verification shall be an integral part of the evaluation).
- Develop more detailed questionnaires in line with the proposed evaluation criteria as indicated in section 3 & 4.

- Conduct semi-structured interviews and meetings with project stakeholders: (i) Head of Trust Fund Secretariat, CCTT, UNDP, EC, Sida, Danida (ii) PSB members, (iii) Officials of CC-prioritized ministries, (iv) CCCA national and international staff and (v) representatives of TF grantees, etc.
- Conduct a few field visits to meet with targeted provincial authority, provincial grantees/partners, grant beneficiaries as well as visit physical outputs of grant projects.
- Present initial findings and key recommendations at debriefing meeting with CCD, UNDP, CCCA donors and project staff.

8. EVALUATION TEAM AND REQUIRED COMPETENCIES

The evaluation team shall compose of at least two members namely:

1. Senior Evaluation Specialist- Team Leader
2. National Evaluation Coordinator

To complement the expertise of the above mentioned two positions, an additional Climate Change Policy Specialist would be provided by Sida if an expert with the suitable profile is available.

The Team Leader should have an advanced university degree and over ten years of work experience in the field of monitoring and evaluation, and sound knowledge about result-based management and climate change issues. The team leader should have good experience in management or evaluation of multi-partner initiatives in least developing countries. The team leader will take the overall responsibility for the quality and timely submission of the evaluation report to the UNDP and CCCA.

Specifically, the Team Leader will perform the following tasks:

- Lead and manage the evaluation mission;
- Design the detailed evaluation scope (including the methods for data collection and analysis);
- Develop evaluation questions;
- Decide the division of tasks and responsibilities within the evaluation team;
- Conduct analysis of the results and implementation strategy (as per the scope of the evaluation described above);
- Make presentation of the evaluation;
- Draft related parts of the evaluation report;
- Finalize the whole evaluation report;
- Liaise with the Climate Change Policy Specialist to coordinate the evaluation process and to get his/her inputs/expertise in drafting and finalizing the evaluation report;
- Coordinate with the National Evaluation Coordinator to ensure proper logistical and administrative arrangement and to get good national perspectives.

The Climate Change Policy Specialist: This position would be funded and recruited by Sida subject to availability of expert with suitable profile. This specialist is considered as an important compliment to the profiles of the two required evaluation team in order to provide substantial knowledge and experience on climate change policy and finance from the regional perspective. The CC Policy Specialist is required to work for at least 15 working days for duration of the evaluation. His/her work will be under the supervision of the Team Leader. The CC Policy Specialist should have at least five

years of work experience in climate change policy in developing countries and at regional level would be an advantage. S/he should have good knowledge on institutional capacity-building and climate change policy development. S/he will perform the following tasks:

- Review relevant documents;
- Participate in the design of the evaluation methodology and questionnaires;
- Conduct data collection including field visit to provinces
- Conduct an analysis of climate change policy under his/her respective scope of evaluation to be agreed by team leader;
- Draft related parts of the evaluation report; and,
- Assist Team leader in finalizing document by incorporating comments/suggestions from relevant stakeholders.

The National Evaluation Coordinator should have expertise on evaluation, MSc degree in natural resource management, rural development, and other relevant fields and at least over five years work experience in programme monitoring and evaluation. S/he should have sound knowledge and understanding of environmental issues of Cambodia. S/he will perform the following tasks:

- Collate relevant documents
- Review documents;
- Participate in the design of the evaluation methodology;
- Assist in translation and logistical and administrative arrangement
- Develop and coordinate the evaluation schedule
- Liaise with UNDP staff to organize field missions and meetings with stakeholders;
- Assist in conducting data analysis (as per the scope of the evaluation described above);
- Provide national context and perspective to help the team leader design methodologies and to provide more accurate conclusion and realistic recommendations;
- Draft related parts of the evaluation report; and,
- Assist Team leader in finalizing document through incorporating suggestions received on draft report.

9. IMPLEMENTATION ARRANGEMENTS

To facilitate the MTR process, the UNDP country office (CO) will assign a Programme Analyst to support the review team in liaising with key partners and other stakeholders, make available to the team all necessary information, organizing dialogue and stakeholder meetings on the findings and recommendations.

During the evaluation, CCCA team will work closely with the MTR team to facilitate the process including providing relevant documents related to the programme activities for the literature review; identifying stakeholders and sources of information; assisting in organizing meetings with stakeholders; assisting in arranging field visits (through formal invitations when required); and identifying key issues that may emerge during the evaluation period and assisting to resolve these wherever possible. However, the evaluation will be fully independent and the MTR team will retain enough flexibility to determine the best approach to collecting and analyzing data for the mid-term review.

The MTR team shall work independently and with their personal equipments (IT and communication) and office arrangements. Interpretation and translation will only be facilitated through the support of the national consultant. Only transportation to project sites (out of Phnom Penh) will be provided under UNDP rules.

10. TIME-FRAME FOR THE MID-TERM REVIEW

The MTR mission schedules to be conducted for 30 working days from March to Mid-April 2012.

Activity	Timeframe
Evaluation design and work plan	2 days
Presentation on evaluation methodology, expected results, and work-plan	1 day
Desk review of existing documents	4 days
Data collection: field visits, interviews with partners, and key stakeholders	8 days
Debriefing with UNDP and CCCA partners	1 day
Presentation of initial findings to PSB	1 day
First draft of MTR report shared with UNDP and CCCA for comments	8 days
Finalization of the MTR report (incorporating comments received on first draft)	5 days

Annex I: draft of MTR report content

1. Executive Summary
2. Methodology and Scope of the Mid-term Review
3. Project Background and Context
 - 3.1. Climate Change Strategy, Policy, and Plan in Cambodia
4. Findings of the Mid-term Review
 - 4.1. Results Achieved
 - 4.1.1. Result 1
 - 4.1.2. Result 2
 - 4.1.3. Result 3
 - 4.1.4. Result 4
 - 4.1.5. Result 5
 - 4.2. Ownership and sustainability
 - 4.3. Institutional Arrangements
 - 4.4. Management
 - 4.5. Summary of Findings
5. Lessons Learnt
6. Recommendations
 - 6.1 Overall recommendations
 - 6.2. Result-specific recommendations