

## **TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTOR**

### **1) Position Information**

Post Title:	International Consultant for Project Mid-Term Review
Practice Area:	Environment
Post Level:	International
Duration of the Assignment:	23 Working Days (From 23 April 2012)
Duty Station:	Phnom Penh (required at least 15 days in Cambodia)
Expected Places of Travel	Some travel to provinces (8 days to Kratie and Preah Vihear)
Cluster/Project:	NAPA Follow-up Project, E&E Cluster
Supervisor:	E&E Team Leader and National Project Coordinator

### **2) General Context**

The impacts of climate change on Cambodian agriculture, particularly on rice cultivation, are predicted to adversely affect food production and –security in rural areas. At present, there is emerging evidence that agriculture-based livelihoods and overall food security in Cambodia are affected by increased frequency and severity of floods, dry spells and drought events. A major constraint in moving from a focus on post-disaster relief management to anticipatory agricultural and water resources planning is the limited institutional and individual capacity in both government agencies and community organizations to understand potential climate change impacts and to internalize a perspective of longer-term resilience into sectoral policy and development planning processes.

The project 'Promoting Climate-Resilient Water Management and Agricultural Practices in Rural Cambodia' (also referred to as 'NAPA Follow-up Project') has been designed on the basis of priority interventions outlined in the Cambodian National Adaptation Programme of Action (NAPA) and focuses on climate change-resilient agricultural water management. The project is aimed at building systemic, institutional and individual capacity to plan for water resources use in the agricultural sector under conditions of climate change. As Cambodia has been undertaking a concerted effort of decentralization, many of these efforts focus on local (provincial, district and communal) planning systems, such as planning and budgeting committees, and Farmer Water-Use Committees. The lessons learned will facilitate replication in other high risk areas, both within and outside Cambodia. The project is working in two contrasting agricultural districts, selected for their high vulnerability as well as for differences in agro-ecological and socio-economic circumstances.

The project is implemented over a period of 4 years, starting formally from July 2009; however, due to a number of institutional realignments with complementary baseline programmes, actual investments by the project have started in April 2010 only. The lead Executing Agency is the Ministry of Agriculture, Fisheries and Forestry (MAFF), where a Project Support Unit (MAFF PSU) provides general coordination and oversight for the project. The project receives high level guidance and oversight from a Project Board, which is chaired by the Secretary of State of the MAFF.

The objective of the project is to reduce the vulnerability of Cambodia's agricultural sector to climate-induced changes in water resources availability.



In order to achieve this objective, the project will (1) improve capacity within local institutions to manage agricultural water resources in a changing climate, (2) demonstrate locally appropriate adaptation options to reduce exposure to climate -induced risks, and (3) replicate lessons learned in project pilot sites in other vulnerable areas of Cambodia.

Two consultants with the following qualifications shall be engaged to undertake the mid-term evaluation working concurrently according to the planned schedule. **One International consultant**, who will have in depth understanding of UNDP and GEF projects including evaluation experience, will be designated as the team leader and will have the overall responsibility of organizing and completing the review, and submitting the final report. One **National consultant** will provide supportive roles both in terms of professional back up, translation and facilitation of local meetings.

### 3) Scope of Work

The scope of the Mid-Term Review will cover all activities undertaken in the framework of the project. The evaluators will compare planned Outcomes and Outputs of the project to actual Outcomes and Outputs, and determine their contribution to the attainment of project objectives. The evaluation will diagnose evident implementation problems and suggest necessary corrections and adjustments. It will evaluate the efficiency of project management, including the delivery of project Outputs and Activities in terms of quality, quantity, timeliness and cost efficiency. The evaluation will also determine the likely final results of the project in relation to the specified Outcomes and Outputs of the project.

The evaluation will cover 22 evaluation elements and project success factors defined by GEF (see attached MTR ToR).

The international MTR consultant-team leader will take the overall responsibility for the quality and timely submission of the evaluation report to the UNDP and MAFF/PSU.

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;
- 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 review team will produce the following deliverables to UNDP, UNDP/GEF-LDCF and the Project Board:

- a. A presentation of the findings to key stakeholders;
- b. An executive summary, jointly prepared by the consultants, emphasizing key findings and key recommendations;
- c. A detailed evaluation report covering scope of the mid-term review with detailed attention to lessons learnt and recommendations; and
- d. List of annexes prepared by the consultants including TOR's, itinerary, list of persons interviewed, summary of field visits, list of documents reviewed, questionnaire and summary of results, co-financing and leveraged resources.

The report together with the annexes shall be written in English.

#### 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, NAPA Follow-up 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 NAPA Follow-up project team 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 version of MTR Report.

## 8) Minimum Qualifications Requirement

Education:	Advanced university degree in natural resource management, agriculture, water resource management, development studies, and other relevant fields
Experience:	<ul style="list-style-type: none"> <li>• A minimum of 10 years experience in area of Agriculture, Water Resource Management, and Climate Change Adaptation/Disaster Management; Over ten years of work experience in the field of monitoring and evaluation of development projects</li> <li>• Substantive experience in reviewing and evaluating similar projects, preferably those involving UNDP/GEF or other United Nations development agencies or major donors;</li> <li>• Experience in developing evaluation methodologies and conducting interviews and focus group discussions</li> <li>• Experience working with government or development agency in Cambodia or comparable country in region</li> </ul>
Competencies:	<ul style="list-style-type: none"> <li>• Demonstrate ability to assess complex situations, succinctly distills critical issues, and draw forward-looking conclusions and recommendations;</li> <li>• Highly knowledgeable of participatory monitoring and evaluation processes, and experience in evaluation of technical assistance projects with major donor agencies;</li> <li>• Ability and experience to lead multi disciplinary and national teams, and deliver quality reports within the given time;</li> <li>• Familiarity with the challenges developing countries face in adapting to climate change;</li> <li>• Familiarity with Cambodia or similar countries; and</li> <li>• Excellent in human relations, coordination, planning and team work.</li> </ul>
Language Requirements:	Excellent written and spoken English



## g) Criteria for Evaluation of Technical Compliance


Evaluation Criteria	Obtainable Score
Experiences in conducting similar evaluation	30
Knowledge of climate change adaptation, water resource management, and agricultural practices	20
Experience in management or evaluation of climate change adaptation initiatives in least developing countries	30
Quality of concept note (e.g. understanding, methodology)	20
<b>Total Obtainable Score</b>	<b>100</b>

This TOR is approved by:

Signature

Name and Designation

Date of Signing



Khim Lay

10/02/2012

## TERMS OF REFERENCE

### Promoting Climate-Resilient Water Management and Agricultural Practices in Rural Cambodia, NAPA Follow-up Project

<i>Post Title:</i>	Mid Term Review Consultants
<i>Practice Area:</i>	Environment
<i>Duration of the Assignment:</i>	23 working days (From 23 April 2012)
<i>Duty Station:</i>	Phnom Penh, Cambodia
<i>Expected Places of Travel</i>	Some travel to provinces (Kratie and Preah Vihear)
<i>Cluster/Project:</i>	E&E Cluster /NAPA Follow-up Project
<i>Supervisor:</i>	E&E Team Leader and National Project Coordinator

#### 1. Project background

The impacts of climate change on Cambodian agriculture, particularly on rice cultivation, are predicted to adversely affect food production and –security in rural areas. At present, there is emerging evidence that agriculture-based livelihoods and overall food security in Cambodia are affected by increased frequency and severity of floods, dry spells and drought events. A major constraint in moving from a focus on post-disaster relief management to anticipatory agricultural and water resources planning is the limited institutional and individual capacity in both government agencies and community organizations to understand potential climate change impacts and to internalize a perspective of longer-term resilience into sectoral policy and development planning processes.

The project 'Promoting Climate-Resilient Water Management and Agricultural Practices in Rural Cambodia' (also referred to as 'NAPA Follow-up Project') has been designed on the basis of priority interventions outlined in the Cambodian National Adaptation Programme of Action (NAPA) and focuses on climate change-resilient agricultural water management. The project is aimed at building systemic, institutional and individual capacity to plan for water resources use in the agricultural sector under conditions of climate change. As Cambodia has been undertaking a concerted effort of decentralization, many of these efforts focus on local (provincial, district and communal) planning systems, such as planning and budgeting committees, and Farmer Water-Use Committees. The lessons learned will facilitate replication in other high risk areas, both within and outside Cambodia. The project is working in two contrasting agricultural districts, selected for their high vulnerability as well as for differences in agro-ecological and socio-economic circumstances.

The project is implemented over a period of 4 years, starting formally from July 2009; However, due to a number of institutional realignments with complementary baseline programmes, actual investments by the project have started in April 2010 only. The lead Executing Agency is the Ministry of Agriculture, Fisheries and Forestry (MAFF), where a Project Support Unit (MAFF PSU) provides general coordination and oversight for the project. The project receives high



level guidance and oversight from a Project Board, which is chaired by the Secretary of State of the MAFF.

## **2. Project objectives and expected outcomes**

The objective of the project is to reduce the vulnerability of Cambodia's agricultural sector to climate-induced changes in water resources availability.

In order to achieve this objective, the project will (1) improve capacity within local institutions to manage agricultural water resources in a changing climate, (2) demonstrate locally appropriate adaptation options to reduce exposure to climate-induced risks, and (3) replicate lessons learned in project pilot sites in other vulnerable areas of Cambodia.

## **3. Mid-Term Review objectives**

The purpose of Mid-Term Review is to examine the performance of the project since the beginning of its implementation. The review will include both the evaluation of the progress in project implementation, measured against planned Outputs set forth in the Project Document, in accordance with rational budget allocation and the assessment of features related to the process involved in achieving those Outputs, as well as the initial and potential impacts of the project. The review will also address underlying causes and issues that have contributed to targets not adequately achieved.

The Mid-Term Review is intended to identify weaknesses and strengths of the project design and provide recommendations for any necessary changes alignments in the overall design and orientation of the project. This is done by evaluating the adequacy, efficiency, and effectiveness of project implementation, as well as assessing actual achievements of project Outputs and Outcomes to date. Consequently, the review mission is also expected to make detailed recommendations on the work plan for the remaining project period. It will also provide an opportunity to assess early signs of project success or failure, and prompt necessary adjustments.

The review mission will identify lessons learnt and best practices from the project which could be applied to future and other on-going projects. The review will also make recommendations on setting up a strategic vision for the time after the project has ended.

## **4. Scope of the Mid-Term Review**

The scope of the Mid-Term Review will cover all activities undertaken in the framework of the project. The evaluators will compare planned Outcomes and Outputs of the project to actual Outcomes and Outputs, and determine their contribution to the attainment of project objectives. The evaluation will diagnose evident implementation problems and suggest



necessary corrections and adjustments. It will evaluate the efficiency of project management, including the delivery of project Outputs and Activities in terms of quality, quantity, timeliness and cost efficiency. The evaluation will also determine the likely final results of the project in relation to the specified Outcomes and Outputs of the project.

The evaluation will comprise the following elements:

**A. Project Design**

- 1) Relevance of project intervention to the needs of Cambodia in addressing climate change issues and relevance of the project to Government, partners, and donors policies;
- 2) Suitability of the project design commensurate with time and resources available;

**B. Project progress**

- 3) Assessment of the overall progress towards achievement of its overall Objective, Outcomes, and Outputs ;
- 4) Assessment of project performance in relation to the indicators, assumptions and risks specified in the logical framework matrix and the project document;
- 5) Assessment of which planned activities are critical for attainment of project Outputs in the second half of the project;
- 6) A qualified assessment of the extent to which project Outputs to date have scientific credibility;
- 7) An assessment of the extent to which scientific and technical information and knowledge have influenced the execution of the project activities;
- 8) A prognosis of the degree to which the overall Objectives and expected Outcomes of the project are likely to be met;
- 9) Identification and, to the extent possible, quantification of any additional Outputs and Outcomes beyond those specified in the project document;
- 10) Recommendations regarding any necessary corrections and adjustments to the overall project workplan and timetable for the purposes of enhancing the achievement of project Objectives and Outcomes;

**C. Institutional arrangements**

- 11) An assessment of the function and role of the Project Board in providing guidance, coordination, and oversight to the implementation of the project;
- 12) An assessment of technical assistance provided to the project by partners, including UNDP, to ensure smooth implementation of the project;
- 13) An evaluation of the effectiveness and efficiency of project coordination, management and administration provided by implementing agencies (MAFF, MoWRAM) at national and sub-national level;
- 14) Assessment of the support and the involvement of local institutions and community stakeholders to implement the project;



- 15) An analysis of the extent of institutional cooperation and cross-sectoral synergies created by the project;

#### D. Operations, Policies, and Procedures

- 16) Assess the effectiveness of the monitoring mechanisms employed by the project in monitoring progress of project execution, both in financial as well as technical terms;
- 17) Identification of operational (referring to administration, procurement, recruitment, financial management) and/or technical problems and constraints that influence the effective implementation of the project, combined with recommendations for necessary operational changes;
- 18) Assessment of the financial management of the project, including the balance between expenditures on administrative and overhead charges in relation to those on the achievement of substantive Outputs;
- 19) Identification of any programmatic and financial variance and/or adjustments made during the first two years of the project and an assessment of their conformity with decisions of the Project Board and their appropriateness in terms of overall objectives of the project;

#### E. Sustainability and Replicability

- 20) Lessons learned during project implementation and recommendations to replicate them;
- 21) Assessment of the long-term viability and sustainability of the project, and recommendations to Government and relevant stakeholders on how to upscale good practices;
- 22) Recommendations on the process of preparing a second phase for the project.

### 5. Review methodology

The Mid-Term Review will be conducted in a participatory manner. Its essential objective is to assess the quality of project implementation and impacts to date and provide a basis for improvement over the second half of the project.

The MTR consultants will carry out the following activities:

- a. Conduct a desk review of key documents, including project document, monitoring reports, Project Inception Report, Minutes of Project Board and Technical Support and Advisory Team meetings, Annual Progress Report, Quarterly Progress Reports, Back-to-Office mission reports, and other internal documents including financial reports and relevant correspondence;
- b. Review specific products prepared by the project, including datasets, management and action plans, publications, audiovisual materials, other materials and reports;
- c. Develop questionnaires in line with the proposed evaluation criteria



- d. Conduct individual interviews with Project Board members, representatives from UNDP Country Office and Regional Center, Project Managers and project staff;
- e. Carry out consultations and interviews with national, provincial and local stakeholders, including government representatives, local communities, farmer water user groups, NGO's, CBOs, private sector representatives, donors, and other UN agencies (such as IFAD);
- f. Conduct field visits to several project sites (including those that are less easily accessible) to meet with provincial authorities, provincial staff, Community-based Organisations (such as Farmer Water User Groups, Farmer Field Schools) and beneficiaries as well as visit physical Outputs of project; and
- g. Present initial findings and key recommendations at a debriefing meeting with MAFF/PSU, UNDP, and project staff.

## 6. Review team

Two consultants with the following qualifications shall be engaged to undertake the mid-term evaluation working concurrently according to the planned schedule. **One International Evaluation Specialist**, who will have in depth understanding of UNDP and GEF projects including evaluation experience, will be designated as the team leader and will have the overall responsibility of organizing and completing the review, and submitting the final report. One **National Evaluation Coordinator** will provide supportive roles both in terms of professional back up, translation and facilitation of local meetings. The consultants will sign an agreement with UNDP Cambodia and will be bound by its terms and conditions set in the agreement.

### Qualifications of Team Leader (International Evaluation Specialist)

1. International/regional consultant with academic and professional background in fields related to Agriculture, Water Resource Management, Climate Change Adaptation/Disaster Management. A minimum of 10 years of relevant experience is required;
2. Substantive experience in reviewing and evaluating similar projects, preferably those involving UNDP/GEF or other United Nations development agencies or major donors;
3. Excellent English writing and communication skills. The consultant must bring his/her own computing equipment;
4. Demonstrate ability to assess complex situations, succinctly distills critical issues, and draw forward-looking conclusions and recommendations;
5. Highly knowledgeable of participatory monitoring and evaluation processes, and experience in evaluation of technical assistance projects with major donor agencies;
6. Ability and experience to lead multi disciplinary and national teams, and deliver quality reports within the given time;
7. Familiarity with the challenges developing countries face in adapting to climate change;
8. Familiarity with Cambodia or similar countries; and



9. Excellent in human relations, coordination, planning and team work.

#### Qualifications of National Evaluation Coordinator

1. Master's degree in environment, NRM, agriculture, water resource management, development studies, project management, and other relevant fields. A minimum of 5 years of working experience in the development sector in Cambodia is required;
2. Understanding of climate change adaptation and disaster management issues in Cambodia, especially in relation to rural agriculture and water resources management;
3. Demonstrated skills and knowledge in participatory monitoring and evaluation processes;
4. Experience in monitoring and evaluation of development projects supported by UN agencies and/or major donor agencies;
5. Proficient in writing and communicating in English. Ability to interpret to the international counterpart and also to translate necessary written documents to English; and
6. Excellent in human relations, coordination, planning and team work.

#### **7. Proposed schedule**

The review will take place within 23 working days in April 2012. The consultants will be paid on deliverable (lump sum) basis, including international travel and DSA upon satisfactory delivery. The draft Final Report should be submitted to UNDP, MAFF/PSU and UNDP/GEF-LDCF for circulation to relevant agencies within two weeks after the completion of the interview/field visit. The consultants will finalize the report within two weeks upon receiving comments and feedback from stakeholders compiled by UNDP, MAFF/PSU and UNDP/GEF-LDCF. A detailed schedule is attached as Annex 1 (tentative).

#### **8. Deliverables**

The review team will produce the following deliverables to UNDP, UNDP/GEF-LDCF and the Project Board:

- a. A presentation of the findings to key stakeholders;
- b. An executive summary, jointly prepared by the consultants, emphasizing key findings and key recommendations;
- c. A detailed evaluation report covering scope of the mid-term review with detailed attention to lessons learnt and recommendations; and
- d. List of annexes prepared by the consultants including TOR's, itinerary, list of persons interviewed, summary of field visits, list of documents reviewed, questionnaire and summary of results, co-financing and leveraged resources.

The report together with the Annexes shall be written in English and shall be presented in electronic form in MS Word format.



## 9. Rating project success

The evaluators may also consider assessing the success of the project based on Outcome targets and indicators and using the performance indicators established by GEF for Climate Change Adaptation projects. The following items should be considered for rating purposes:

- Achievement of objectives and planned results
- Attainment of outputs and activities
- Cost-effectiveness
- Coverage
- Impact
- Sustainability
- Replicability
- Implementation approach
- Stakeholders participation
- Country ownership
- Acceptability
- Financial planning
- Monitoring and evaluation

The evaluation will rate the success of the project on a scale from 1 to 5, with 1 being the highest (most successful) rating and 5 being the lowest. Each of the items above should be rated separately with comments and then an overall rating given. The following rating system is to be applied:

<u>Rating:</u>	<u>Achievement:</u>
1= excellent	90-100%
2= very good	75-90%
3= good	60-74%
4= Satisfactory	50-59%
5= unsatisfactory	49% and below



## Annex 1: Tentative Schedule for the MTR

The MTR mission schedules to be conducted for 23 working days from 23 April 2012.

Activity	Timeframe
Presentation on evaluation methodology, expected results, and work-plan	1 day
Desk review of existing documents	3 days
Data collection: field visits, interviews with partners, and key stakeholders	8 days
Debriefing with UNDP, MAFF/PSU, and concerned project staff	1 day
Presentation of initial findings to the Board	1 day
First draft of MTR report shared with UNDP and MAFF/PSU for comments	5 days
Finalization of the MTR report (incorporating comments received on first draft)	4 days



## **Annex 2: Focal Persons**

### UNDP Country Office, Cambodia

Mr. Khim Lay, Assistant Country Director, Team Leader, Environment and Energy Cluster  
[Khim.Lay@undp.org](mailto:Khim.Lay@undp.org)

Ms. Kalyan Keo, Programme Analyst, Environment and Energy Cluster, [Kalyan.keo@undp.org](mailto:Kalyan.keo@undp.org)

### UNDP Regional Center in Bangkok

Mr. Gernot Laganda, Regional Technical Advisor  
[gernot.laganda@undp.org](mailto:gernot.laganda@undp.org)

### NAPA Follow-up Project Team

Mr. Kimthourn Hok, National Project Manager, Project Support Unit, MAFF  
[kimthourn@gmail.com](mailto:kimthourn@gmail.com)

Mr. Pinreak Suos, National Advisor, [Pinreak.Suos@undp.org](mailto:Pinreak.Suos@undp.org)

Mr. Dararot Moni Ung, Agriculture and Policy Advisor, [dararatmoni.ung@gmail.com](mailto:dararatmoni.ung@gmail.com)