

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 23 working days during the period of 02 June – mid July 2012</i>
Duty Station:	<i>10 days in Phnom Penh and 4 days travelling to Preah Vihear Province</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

The Northern Plains of Cambodia are the largest remaining extensive intact block of a unique landscape of exceptional global importance for biodiversity conservation. The area is either a last refuge for, or maintains a key population of over 40 species on the IUCN Red List, including five listed as Critically Endangered. The project addresses the problem of escalating biodiversity loss across the Northern Plains, caused by increasing human land and resource use. This is achieved through a seven-year, three-pronged approach: (1) the introduction of biodiversity considerations into provincial level land use processes; (2) the demonstration of specific mainstreaming interventions at four key sites (including community land-use tenure, community contracts and incentives for biodiversity supportive land-use practices, as well as work to mainstream biodiversity into the forestry and tourism productive sectors); and (3) strengthen biodiversity management by government at the three key sites.

Establishing Conservation Areas Landscape Management (CALM) in the Northern Plains is a seven year (2006-2012) UNDP/Global Environment Facility (GEF)-supported project aiming at developing the management capacity for biodiversity conservation in the Northern Plains. The project is consistent with the GEF Strategic Priority BD-2 (Mainstreaming Biodiversity in Production Landscapes and Sectors) and facilitation of mainstreaming of biodiversity within production systems. The project interventions work to introduce biodiversity values into landscape-level land-use planning processes. Implementation is focused particularly on building the capacity of provincial departments and authorities and integrating specific project initiatives with established provincial planning processes. These specific project initiatives include the direct implementation of the new land law and sub-decree on community forestry to develop management plans for natural resource areas that include conservation of key components of biodiversity. The project also works with the forestry and tourism sectors, and the provincial departments of agriculture and environment, to enhance the recognition of key components of biodiversity in planning and management strategies.

The Project is nationally executed by the Wildlife Conservation Society and project assurance is provided by the UNDP Cambodia Country Office.

3) General Context

The Project design includes provision for an independent End-Term Evaluation to be completed at Project end. The CALM was scheduled for operational closure at the end of 2012 however, due to logistical, financial, and operational considerations, the CALM Board recommended in February 2012 to conclude implementation of all CALM activities at the end of second quarter 2012.

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;
- To provide a basis for decision-making on necessary amendments and improvements for future by stakeholders;
- 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 mid-point of project implementation. Terminal evaluations are intended to identify potential project design problems, 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. 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 CALM Terminal Evaluation is being initiated by UNDP pursuant to the evaluation plan in the Project Document, and donor reporting requirements. The CALM Terminal Evaluation aims to assess the relevance, performance and success of the CALM at the end of its seven-year implementation period. It will examine current impact and sustainability of results, including the contribution to capacity development and rural livelihood improvement, and the achievement of global and national environmental goals. It will also identify and document lessons learned and make recommendations that will maximize the impact of the CALM 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 CALM 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, useful 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, *i.e.* whether the Project outcomes are consistent with the GEF Biodiversity Focal Area Strategy and country priorities;

- Project **ownership** at the national and local levels;
- Stakeholder **participation**, including government, community, civil society and gender balances in participation and influence;
- **Mainstreaming gender** - whether the project has taken adequate measures to ensure gender concerns are mainstreamed in the implementation of the project activities;
- Project **effectiveness**, *i.e.*, progress achieved to date against planned outputs and sub-outputs, and likelihood of achieving planned objectives in time;
- **Partnership and complementarity** with other relevant on-going or past activities;
- Likely **sustainability** of the Project achievements and impacts, including **financial, sociopolitical, institutional framework and governance, and environmental sustainability**, as well as an assessment of the feasibility of planned 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 and financial supply;
- 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);
- Extent to which the Project effectively addressed the Mid-Term Evaluation recommendations through UNDP/CALM management responses, and;
- Any other unplanned achievements.

The assessment will be based on the GEF Terminal Evaluation Guidelines and will include an assessment of 1) Project results 2) Assessment of Sustainability of Project Outcomes 3) Catalytic Role 4) Monitoring and Evaluation Systems 5) Processes that Affected Attainment of Project Results. The report will also present the evaluation team's Lessons and Recommendations. Ratings for different aspects of project will need to be presented by the evaluation team with appropriate data, analysis and explanations as outlined below. All these sections **MUST** be presented in the final report. The report must also contain an annex with co-finance details and appropriate tracking tools.

6) Final Products or Deliverables/Outputs

The Terminal Evaluation Specialist will produce the following outputs:

- Terminal Evaluation Report including methods, findings / lessons learned, recommendations and follow-up actions to be taken;
- 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 following reports shall be submitted to the team leader of E&E cluster for review and comment:

- Consultancy work plan- within the first week of work and consultation with 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 advised by Programme Analyst. The team leader of E&E Cluster will 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

Education:	Minimum of a master's degree or equivalent in natural resource management, environment, development or related field demonstrably relevant to the position
Experience:	<ul style="list-style-type: none"> - 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 is useful, but not essential. Familiarity with GEF programming and procedures, as well as its evaluation policies and guidelines, will be a useful asset.
Competencies:	<ul style="list-style-type: none"> • 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 or other multilateral/bilateral development assistance agencies is a useful asset. • 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).

Language Requirements:	English
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10) Criteria for Evaluation of Technical Compliance

Evaluation Criteria	Obtainable Score
Experience in project evaluation, management and/or in advisory services	0-25
Experience in ability in the area of policy work, implementation and evaluation. Proven technical skills relevant to project management and coordination among stakeholders.	0-25
Familiarity with the Cambodia context or the region	0-20
Experience in advocate, interpersonal skill, communication and coordination	0-15
Working experience with, UN agencies or international organization in the relevant field	0-15
Total Obtainable Score	100

This TOR is approved by:

Signature

Name and Designation

Date of Signing


 CHHANN-SAVY
 25/07/12

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

Executive Summary

- a. Brief description of project
- b. Context and purpose of the evaluation
- c. Conclusions, recommendations and lessons learned

Introduction

- a. Purpose of evaluation
- b. Key issues addressed
- c. Methodology of the evaluation
- d. Structure of the evaluation

The project and its development context

- a. Project start and its duration
- b. Problems that the project seek to address
- c. Immediate and development objectives of the project
- d. Main stakeholders
- e. Results expected

Assessment of Project Results

Assessment of Sustainability of Project Outcomes

Catalytic Role

Assessment Monitoring and Evaluation Systems