

TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTOR

1. Position Information

Post Title:	<i>Project Mid Term Review Consultant</i>
Practice Area:	<i>Environment</i>
Post Level:	<i>International</i>
Duration of the assignment:	<i>Maximum 23 working days during the period of 1 May – 30 June 2013</i>
Duty station:	<i>Phnom Penh, with travel to the target provinces of Kampong Speu, Kampong Chhnang, Pursat, and Battambang (about 10 working days in Phnom Penh and five working days in the provinces)</i>
Cluster/Project:	<i>E&E Cluster</i>
Supervisor:	<i>Assistant Country Director and Team Leader of E&E Cluster</i>

2. Project Background

The project is funded by the Global Environment Facility (GEF) and the UNDP. The GEF's aim is sustainable management of forests to achieve global environmental benefits as well as local livelihood benefit. Under climate change it refers to forest and carbon protection through accelerating wood energy efficiency in improved cook stoves and combating forest degradation. The project will deliver simultaneous global benefits, in terms of improved conservation, reduced land degradation, reduced loss of carbon stocks and reduced GHG emissions, as well as improved local livelihoods. The National Forest Program 2010-29 (NFP), Sub-program 4, is the national framework for project implementation. Its Sub-Program 4 addresses community forestry (CF) in four decentralized modalities (Community Forestry, Community-based Production Forestry, Partnership Forestry and Community Conservation Forestry) with the aim to cover 2 million ha by end of program in 2029. Only the first modality of CF has a regulatory framework, but the project will help to develop the framework for the rest.

The objectives of the SFM project are to strengthen sustainable forest management (SFM) through decentralized forest management integrating SFM in Community Forestry (CFs) and Community Protected Areas (CPA) and promoting a landscape based approach. The results will increase communities' income from decentralized forest management and feed into policy, planning, and ongoing implementation and investment frameworks and also create the basis for sustainable wood-energy efficiency technologies, which reduce CO₂ emissions. Field implementation takes place in Battambang, Pursat, Kampong Chhnang and Kampong Speu.

The project has 3 main components:

Component 1 for capacity building and policy development

Component 2 for CF and CPA and selected CLUP integrating CF and CPA

Component 3 for wood energy efficiency promoted by improved stoves and kilns.

The project is executed by the Forest Administration (FA)/Ministry of Agriculture, Forestry and Fishery (MAFF), which is the Implementing Partner for UNDP/GEF. The FA has contracted with 2 service providers (Regional Community Forestry Training Centre (RECOFTC) and Group for Environment, Renewable, Energy and Solidarity (GERES) to implement technical assistance to the project. The

project also works with Ministry of Land Management, Urban Planning and Construction (MLMUPC), Ministry of Industries, Mines and Energies (MIME), Ministry of Environment (MOE)/General Department Administration Nature Conservation and Protection (GDANCP). The collaborative arrangement has been set up at the technical level through the designation of focal persons in the said ministries and departments. At senior executive level, the inter-ministerial project supervision is carried out by the project board.

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 mid-term evaluation.

The mid-term 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 main purpose of the MTR is to assess whether the project is on course in line with its project strategic target setting and UNDP Country Programme Action Plan (CPAP) 2011-2015, and make recommendation to enhance and improve the project performance as well as suggestion for future improvement (i.e. in the areas related to the appropriate project design, process of implementation, effectiveness, efficiency, partnership and sustainability).

- Promoting accountability and transparency, assessing and disclosing levels of project achievements whether the project outputs remain relevant, effective and efficient
- Assessing the relevance of project document design, scope, strategy and the Results Resource Framework (RRF) and make recommendation for redesigning the ProDoc. taking into account changes in the operating environment in the areas of sustainable management of forests to achieve global environmental benefits as well as local livelihood benefit.
- Using the results findings and lessons learnt to improve the project document and framework to reflect on the current project context and situation with strong connection to the Country Programme Action Plan (CPAP) and related current strategic country focused areas.
- Providing feedback on the issues that are recurrent across the portfolio and need attention for future better project intervention.

5. Scope of Work and Areas Focused

The assessment will be based on the GEF Evaluation Guidelines and UNDP Evaluation Policy, 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.

In line with the above mentioned, the scope of the assignment will cover:

- 1) Review the progress and assess the quality of the outputs produced by SFM as of 2013
- 2) Analyse the extent to which the delivery of the project outputs has thus far contributed to the achievement of the project outcome and sustainable forest management as stated in the project document
- 3) Review and assess whether the project is progressing well toward enhancing the synergy between its different components which includes the support to policy level, support to specific sector and support to grassroots level
- 4) Review and assess whether the project used proper strategic approaches that will enhance national ownership, hence contributes to capacity building of the national counterparts as implementing as the implementing partners
- 5) From financial perspective, review and analyze whether the project allocated the resources properly forward delivering project development results
- 6) Assess whether the current project design including its results and outputs formulation, the project scope, and the project management arrangement allow the project to move toward the right direction to bring the expected results as stated in the project strategic framework
- 7) Produce the SFM MTR report by reflecting as well the lessons learnt, the recommended ways forward, the proposed relevant actions plan to put in place the recommendations
- 8) Present the MTR findings in order to get validation from different layers of SFM project including the project management team and the senior representative of the project
- 9) Based on the decision by the project management, update the SFM project document including mainly the results resource framework of the project, the M&E plan and the project management arrangement
- 10) Present the update prodoc. in order to get endorsement from different layers of SFM project including the project management team and the senior preventatives of the project
- 11) Produce a precise accompany note with justification to track the changes.

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);
- Any other unplanned achievements.

6. Methodology

The independent project review will gather information through desk review, field and semi-structured interview with project stakeholders and including meeting with UNDP management team, project board members, SFM staff, and key IPs and relevant partners.

The consultant should submit the proposal methodology to conduct this assignment along with his/her application.

7. Final Products or Deliverables/Outputs

The International Consultant is required to lead the whole process of this mid-term review with support from the national consultant, in term of translation/interpretation and coordination of logistic arrangements.

The consultant will be accountable for producing following outputs:

1) **Inception report**

- The inception report includes the proposed methodology, tools and calendar programme in the course of the review.
- By the end of the Inception Phase, the consultant will submit desk reports to the UNDP EE Cluster in Cambodia and the reports will be shared with the Reference Group.
- As a minimum the desk reports will:
 - Describe the first finding of the study, the foreseen decree of difficulties in collecting data, other encountered and/or foreseen difficulties in addition to their work plans for the Field Phase.
 - Present an indicative methodology to the overall assessment on the implementation of the SFM project.
 - Present each evaluation question stating the information already gathered and their limitations and provide a first partial answer to the question, identify the issues still to be covered and the assumptions still to be tested, and describe a full method to answer the question.
 - Identify and present the list of tools (questionnaires, interview formats etc) to be applied in the Field Phase.
 - List all preparatory steps already taken for the Field Phase

2) **Project Mid Term Review Report** (including lessons learnt and recommendations for future project improvement). This MTR report will be used as the inputs for the CPAP Mid Term Review.

A high-quality MTR report of the SFM project will be prepared in accordance with the format and contents described in the annex (the contents can be refined with further discussion with the consultants once being on board).

3) **Updated Project Document**

A high-quality and results-oriented of SFM project document is updated to reflect the current context of project and in alignment to the CPAP 2011-2015. The updated prodoc. will be included mainly the project updated results-resources framework (RRF) with full UNDP planning elements, and the project M&E plan.

8. Evaluation Ethics

All those engaged in designing, conducting and managing evaluation activities should aspire to conduct high quality work guided by professional standards and ethical and moral principles. The integrity of evaluation is especially dependent on the ethical conduct of key actors in the evaluation process. Below is summary of ethical principles in evaluation:

- Evaluation in the United Nations systems should be demonstrably free of bias
- Evaluation must give a comprehensive and balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated, taking due account of the views of a diverse cross-section of stakeholders

- Evaluation shall be credible and based on reliable data and observations. Evaluation reports shall show evidence of consistency and dependability in data, findings, judgements and lessons learned; appropriately reflecting the quality of the methodology, procedures and analysis used to collect and interpret data.
- Conflicts of interest shall be avoided as far as possible so that the credibility of the evaluation process and product shall not be undermined.
- Successful evaluation depends on the honesty and integrity of the entire evaluation process
- Evaluators are accountable for the completion of the evaluation as agreed with the Client
- Evaluators shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality. Evaluators must ensure that sensitive information cannot be traced to its source so that the relevant individuals are protected from reprisals.
- Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable.
- Transparency and consultation with the stakeholders are essential features of evaluation
- Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it, whether or not such conduct relates directly to the evaluation Terms of Reference

See detail evaluation ethic in <http://www.unevaluation.org/ethicalguidelines>

9. Institutional Arrangement

The consultant will perform his/her work under the direct monitoring and supervision of EE Programme Analyst. The E&E Cluster Team Leader will provide overall quality assessment of evaluator results.

The Consultant will bring his/her own personal computer to conduct this assignment and will also make his/her own international travel arrangement, if any, by him/herself (i.e. economic class air ticket and accommodation, etc.)

As necessary, a driver along with a vehicle may be provided by the SFM project to support the consultant during the field visit.

Duration of the Work

The consultancy will be required to work for Maximum 23 working days during the period of May-June 2013.

The proposed timeframe listed below will be adjusted through consultation between the consultant and the E&E Group.

Timing	Activities
Week 1 of May 2013	INCEPTION PHASE:
	Receipt of relevant documents and start of literature review, and preparation of evaluation methodology and tools.
	Submission of desk reports to the UNDP EE Programme Analyst

	and the reports to be shared with Reference Group members.
Week 2 and 3 of May 2013	FIELD PHASE:
	Briefing meeting, followed by an introductory Reference Group meeting, confirmation of evaluation objectives, issues and questions, adjustment of work plan, data collection and analysis, and preparation of the 1st draft reports.
	Submission of the 1st draft reports to the UNDP and the reports to be shared with Reference Group members.
	Debriefing to Reference Group in Cambodia, and receipt of initial comments from the Reference Group.
Week 4 of May 2013	FINAL PHASE:
	Submission of the 2nd drafts to the UNDP. Draft revised RRF
	Receipt of final comments from Reference Group through the UNDP
Week 1 of June 2013	Submission of the final reports for approval by the UNDP. Final revised RRF

10. Duty Station

The duty station for this assignment is in Phnom Penh and home country based. During the assignment, the consultant is expected to be in Cambodia for conducting the survey and consultation. A more detailed timeframe will be further elaborated with UNDP EE Cluster once the consultant being on board.

11. Monitoring and Progress Controls

S/he will be accountable to UNDP EE Cluster for the timely and quality of outputs and advices.

The following reports shall be submitted to the team leader of E&E cluster for review and comments:

- Inception Report
- Project MTR Report
- Updated RRF

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.

12. 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 and draft revised RRF.
- **Last payment:** 40% of the contract lump-sum amount will be paid within 15 days after submission and acceptance of the final evaluation report and final revised RRF.

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.**

13. Degree of Expertise and Qualifications

Education:	Master's degree or equivalent in in fields related to Agriculture, Water Resource Management, and Climate Change Adaptation/Disaster Management.
Experience:	<ul style="list-style-type: none"> - Strong technical background in biodiversity conservation, protected areas management, or related areas of natural resource management in Cambodia. A minimum of 10 years of relevant experience is required. - Substantive experience in reviewing and evaluating similar projects, preferably those involving UNDP/GEF or other United Nations development agencies or major donors;
Competencies:	<ul style="list-style-type: none"> - Demonstrate ability to assess complex situations, succinctly distills critical issues, and draw forward-looking conclusions and recommendations; - Ability and experience to lead multi-disciplinary and national teams, and deliver quality reports within the given time; - Highly knowledgeable of participatory monitoring and evaluation processes, and experience in evaluation of technical assistance projects with major donor agencies; - Familiarity with the challenges developing countries face in adapting to climate change; and - Familiarity with Cambodia or similar countries; - Excellent interpersonal, coordination and planning skills, and ability to work in a team. - Ability and willingness to travel to provincial areas; and - Computer literate (MS Office package).
Language Requirements:	Excellent English writing and communication skills

14. Criteria for Evaluation of Technical Compliance

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

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

Recommendations

- Corrective actions for the design, implementation, monitoring and evaluation of the Project
- Actions to follow up or reinforce initial benefits from the Project
- Proposals for future directions underlining main objectives, particularly on project effectiveness, efficiency and sustainability
- Lessons learned
- Desirable and undesirable practices in addressing issues relating to relevance, performance and success

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: Consultants' Task Schedule

Dates	Task	Time Suggested
1 May	Consultants prepare for evaluation including desk review of documents provided in advance at home office and develop preliminary evaluation methodology	1 day
3 May	International consultant arrives in country. Consultants attend briefing session with UNDP CO and Regional Technical Advisor (AM) and key project staff (PM)	1 day
6-8 May	Further desk review of relevant documents and reports, preparation and presentation of evaluation methodology and report outline Design review and discussion	2 days
9 May	Meetings with project stakeholders, refinement of methodology and development of proposed report outline based on stakeholder comments, and further desk review	1 day
10 May	Meetings with key stakeholders in Phnom Penh	1 day
13 May	Travel to Kampong Speu (AM) Visit the sites and meet with communities (AM) Meeting with provincial staff of RECOFTC and focal points of DIME, DLMUPC, DoE, FAC (PM) Travel to Kampong Chhnang and overnight there	1 day
14 May	Visit the sites and meet with communities (AM) Meeting with provincial staff of RECOFTC and focal points of DIME, DLMUPC, DoE, FAC (PM) Travel to PUR and overnight there	1 day
15 May	Visit the sites and meet with communities (AM) Meeting with provincial staff of RECOFTC and focal points of DIME, DLMUPC, DoE, FAC (PM) Travel to BTB and overnight there	1 day
16 May	Visit the sites and meet with communities (AM)	1 day

Dates	Task	Time Suggested
	Meeting with provincial staff of RECOFTC and focal points of DIME, DLMUPC, DoE, FAC (PM) Overnight in BTB hotel	
17 May	Return from BTB (AM) Initiate preparation of first draft report in Phnom Penh (PM).	1 day
20-23 May	Preparation of first draft report in Phnom Penh, including meetings to validate/clarify findings	3 days
24 May	Presentation of findings to Core Learning Team (10-15 core persons) and follow up discussion	0.5 day
27 May	Presentation at the UNDP Staff Learning Session.	0.5 day
29 May	Presentation of findings to project partners and stakeholders of the 4 target provinces	1 day
30-31 May	Incorporation of comments in report	2 days
3 June	Submission of first draft report to UNDP for further circulation and clarification. International consultant departs	1 day
5 June	Stakeholders provide comments on first draft (this is outside the consultants' brief)	N/A
6-8 June	Home-based work to finalize report based on comments from stakeholders, followed by submission of the second draft report to UNDP for further circulation	3 days
14 June	Board meeting review to adopt the final report as well as a management response	N/A
End of June	Compilation and submission of a management response	N/A
July	Publication of the final report	N/A

Note: Total consultancy time comprises 23 working days (22 days per above schedule, plus 1 days as required)