Annex 4





**Terms of Reference for Programme Evaluation**

**Africa Adaptation Programme (AAP)**

**PROJECT SUMMARY**

**Project Title:** Supporting Integrated and Comprehensive Approaches to Climate Change Adaptation in Africa [the Africa Adaptation Programme (AAP)]

**Country:** Burkina Faso, Cameroon, Congo, Ethiopia, Gabon, Ghana, Kenya, Lesotho, Malawi, Mauritius, Morocco, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome and Principe, Senegal, Tanzania and Tunisia [20 countries]

1. **INTRODUCTION**

With funding of $92.1 million from the Government of Japan, UNDP launched the programme, “**Supporting Integrated and Comprehensive Approaches to Climate Change Adaptation in Africa** (hereafter called the Africa Adaptation Programme or AAP)” in partnership with the United Nations Industrial Development Organisation (UNIDO), the United Nations Children’s Fund (UNICEF) and the World Food Programme (WFP). The AAP assists 20 countries across the African continent in incorporating climate change risks and opportunities into national development processes to secure development gains under a changing climate. The Programme helps countries establish an enabling environment and develop the capacity required at local and national levels to enable them to design, finance, implement, monitor and adjust long-term, integrated and cost-effective adaptation policies and plans that are robust within a wide range of possible changes in climate conditions. Also the fact that the AAP covers 20 countries in the region facilitates region-wide cross learning and capturing of lessons that transcend national boundaries.

The AAP consists of four components: a) the national projects in the 20 participating countries; b) the Inter-Regional Technical Support Component (hereafter called IRTSC); c) Improving public awareness of climate change issues in Africa: Capacity Support for Local Media through South-South Cooperation (hereafter called the Media Capacity Building Project or MCBP)[[1]](#footnote-1); and d) the Programme and Project Assurance Support Component (hereafter called PPAS).

1. **National Component - 20 National Projects**

National projects have been designed around five common output areas, with key activities under each output tailored to meet specific country needs and priorities. The 5 common outputs are:

* Output 1: Countries have introduced dynamic, long-term planning mechanisms to manage the inherent uncertainties of climate change
* Output 2: Countries have built leadership capacities and develop institutional frameworks to manage climate change risks and opportunities in an integrated manner at the local and national levels
* Output 3: Countries are implementing climate-resilient policies and measures in priority sectors
* Output 4: Financing options to meet national adaptation costs have been expended at the local, national, sub-regional and regional levels
* Output 5: Knowledge on adjusting national development processes to fully incorporate climate change risks and opportunities is being generated and shared across all levels
1. **Inter-Regional Technical Support Component (IRTSC)**

The IRTSC is based in Dakar, Senegal. The primary purpose of the IRTSC is to provide technical and ad-hoc operational assistance to AAP countries to implement their projects and achieve high quality results. The IRTSC has 5 key outputs:

* Output 1: Access to the best available data and information on climate variability and impacts is facilitated to support dynamic, long-term national planning and decision-making mechanisms
* Output 2: Support is provided to institutional and leadership development in a manner responsive to the unique circumstances and needs of each country
* Output 3: Best practices, experiences and technologies are identified and exchanged among countries on implementing climate-resilient policies in priority sectors
* Output 4: Innovative financing options are identified and key partnerships are facilitated at the national, sub-national and regional levels
* Output 5: Region-wide knowledge and learning mechanism are established to raise awareness, engage stakeholders, inform decision-makers, and promote exchange and cooperation between countries
1. **Improving public awareness of climate change issues in Africa: Capacity Support for Local Media through South-South Cooperation (MCBP)**

The MCBP aims to engage public understanding and advocacy about climate change through support to Africa‘s diverse media. It seeks to introduce a thorough knowledge of the climate change debate to African print and broadcast journalists and other media professionals and build the capacity of these journalists and professionals to raise national awareness among multiple stakeholders, including local authorities, the rural and urban poor, and other marginalized groups that face the immediate challenge of addressing climate change. The project has 4 key outputs:

* Output 1: Level of understanding of climate change of media professionals determined
* Output 2: Communication tools and education packages on climate change to assist media professionals development
* Output 3: Improved awareness and understanding of climate change created
* Output 4: Project completed and scaling-up plans finalized
1. **Programme and Project Assurance Support Component (PPAS)**

Climate change is a cross-cutting issue that affects multiple sectors, stakeholders and overall development. It is therefore critical to consider diverse dimensions of development when promoting adaptation to climate change. To this end, the AAP launched the Cross Practice Initiative, which mobilizes expertise from UNDP’s practice groups – Poverty, Gender, Knowledge Management, Capacity Development, and Environment and Energy – to provide holistic technical support to participating countries.

In addition to the Cross Practice Initiative, the PPAS includes project assurance, programme/policy support and secretariat services to the AAP Programme Board, and the dispatching of national/international UNVs on the basis of needs from countries.

1. **Overall Implementation Arrangements of the Programme**

The national component, which consists of 20 national projects, is under NIM (National Implementation Modality). IRTSC and MCBP are UNOPS executed, and PPAS is under DIM (Direct Implementation Modality). IRTSC, MCBP and PPAS are tightly interlinked so that they can provide seamless technical/policy support to the 20 NIM national projects.

AAP has a **Programme Board,** which provides overall leadership and direction to the programme, reviews financial delivery, reviews programme-wide progress, and advises on coordination with relevant other programmes and activities. The Programme Board will also serve as the **Project Board** for IRTSC/MCBP/PPAS in accordance with the provisions of the UNDP User Guide. As the Project Board, it will review and appraise the Component’s Annual Work Plans and reports, commission evaluations, and make revisions to the component as necessary. At country levels each national project will similarly have **National Project Boards** and **National Project Managers.** UNDP Programme Managers in country offices will provide **Project Assurance** for the national component.

1. **PURPOSE OF THE PROGRAMME EVALUATION**

The Programme Evaluation is aimed at critically assessing the relevance, effectiveness and efficiency of the Programme, measuring to what extent the goal/outcome/results have been achieved against the logical framework, and identifying factors that have hindered or facilitated the success of the programme.

The Programme Evaluation also aims at organizing and synthesizing experiences and lessons and providing conclusions and recommendations that may help improve future relevant interventions of UNDP, identifying what worked and what did not work and why.

1. **SCOPE OF THE EVALUATION**

The Programme Evaluation will cover all four components of the AAP, namely the 1) national component, 2) IRTSC, 3) MCBP and 4) PPAS. For the evaluation of the national component, each of AAP’s 20 national projects will undertake their own evaluation and produce an evaluation report. The Programme Evaluation team to be recruited under these ToRs (hereafter called the “central evaluation team”) will directly evaluate the IRTSC, MCBP and PPAS. The central evaluation team will also review the evaluation reports that will be produced by 20 AAP national projects. The central evaluation team will then produce a synthesized evaluation report that covers all 4 components of the programme.

Each of AAP’s components will be evaluated using the following criteria: relevance, effectiveness, efficiency, timeliness, and sustainability. The final evaluation will focus on the following aspects: 1) programme outcomes/results; 2) processes; 3) monitoring and evaluation. For each aspect, a wide array of factors will be considered, including but not limited to:

1. **Programme outcomes/results**
* Effectiveness and efficiency of all programme activities under the major components
* Progress in the achievement of outcomes/outputs, measured against the Programme baselines set in the log frame. For the IRTSC and MCBP, progress should be measured against their logical frameworks (See Annex 1 for the logical framework for IRTSC and MCBP).
* Progress in the achievement of results/objectives
* Assess the sustainability of the Programme outcomes (likelihood of the achieved outcomes continuing after the end of the Programme) and identify key factors that will require attention in order to improve prospects for sustainability of programme results achieved
1. **Processes:**
2. *Institutional arrangement*
* Formulation and implementation stages
* Consultative processes
1. *Quality and effectiveness of advice and support by global and regional teams (IRTSC, BDP, RBx) to national project design and implementation*
* Capacity building initiatives
* Programme outputs
* Assumptions and risks
* Programme related complementary activities
1. *Partnerships*
* Assessment of national level involvement and perception of partners
* Assessment of local partnerships and their involvement
* Assessment of collaboration between government, non-governmental organisations, the private sector, and regional/international organisations
1. *Processes and administration*
* Programme related administration procedures
* Milestones (log-frame matrix)
* Key decisions and outputs
1. *Programme oversight and active engagement*
* UNDP and the Programme Board for the overall program
* UNOPS as the implementing partner for the IRTSC and MCBP
* Regional Bureaux for Arab States and Africa and Bureau for Development Policy
* UNDP Country Office (UNDP CO) and project steering committee for national component
* National government entity as the implementing partner for the national component in each country
* UNDP practice teams for the PPAS
Responsible party for some activities of national projects: WFP (Malawi/Kenya/Ethiopia), UNICEF (Ethiopia/Nigeria), UNIDO (Kenya, Nigeria)
1. *Disbursements*
* Overview of actual spending against budget expectations
* Analyse disbursements to determine if funds have been applied effectively and efficiently
1. *Budget procedures*
* Effectiveness of programme document/national project documents to provide adequate guidance on how to allocate the budget
* Review audits and any issues raised in audits and subsequent adjustments to accommodate audit recommendations
* Review budget revisions and provide an opinion on the appropriateness and relevancy of such revisions

*viv. Coordination mechanisms*

* Appropriateness and efficiency of coordinating mechanisms and approaches between implementing partners and oversight bodies
* Propose improved coordination mechanisms and approaches
1. **Monitoring and Evaluation**
* Identify problems/constraints, which impacted on successful delivery of the programme identified at the programme design stage and subsequently as part of the Mid-Term Review (MTR)
* Identify threats/risks to programme success that emerged during implementation and strategies implemented to overcome these threats/risks
* Analyse impact of MTR recommendations
* Assess the Monitoring & Evaluation plans, whether they were well designed, implemented and budgeted at country, regional and global levels.
* Assess the extent, appropriateness and effectiveness of adaptive management at all levels of the programme implementation
* Assess national projects and regional/global components monitoring and evaluation systems, if any, and their contribution to the compulsory quarterly and annual reporting processes at the national and regional levels?
* Analyse effectiveness of IRTSC’s national-level quarterly progress assessments, aimed to measure overall progress toward achievement of AAP outcomes and expected results at programme level and replicability of this framework
1. **EXPECTED OUTPUTS**

The central evaluation team will be expected to produce:

1. **An inception Plan.** The plan should outline the overall strategies, methodology, actions and timeline for the evaluation.
2. **A synthesized evaluation report of the entire AAP covering all 4 components.** The report should be structured along the outline indicated in Annex 6. It includes a list of all people interviewed in annex.
3. **A Power Point Presentation** covering the key points of the synthesized evaluation report
4. **A Presentation** to the AAP Programme Board (precise date to be agreed as part of evaluators contract).
5. **METHODOLOGY/APPROACH OF EVALUATION**

The central evaluation team of 2 will be recruited under these ToRs. The team will focus on the development of the evaluation report. They will undertake evaluation for IRTSC, MCBP and PPAS, and will review the evaluation reports to be produced by 20 national projects, and consolidate findings.

The tasks of the central evaluation team consist of the following steps: 1) review of documentation for IRTSC, MCBP and PPAS (home-based); 2) interview in the field with stakeholders (mission); 3) review of evaluation reports from 20 AAP national projects (home-based); 4) produce draft synthesized evaluation report (home-based); 5) incorporate review comments and finalise the evaluation (home-based); 6) prepare a power point presentation and make a presentation at the final AAP Programme Board meeting (home-based and mission).

Evaluation management arrangements are as follows:

* The central evaluation team will be responsible for the development, research, drafting and finalization of the evaluation in close consultation with the AAP Global team (composed of EEG and RBx focal points)
* The AAP HQ team will be responsible for the overall direction of the evaluation process and provide overall guidance and quality control, for instance during review periods, consistent with the evaluation ToR. EEG, as secretariat to the AAP Board, will coordinate closely with IRTSC, MBCP and PPAS components for logistical arrangements.

The evaluation will be conducted in a participatory manner through a combination of processes. It is anticipated that the methodology to be used for the Programme Evaluation will include the following:

1. **Review of documentation including but not limited to:**
* Project documents
* Quarterly/annual progress reports and workplans of various implementation task teams
* Audit reports
* Mid-Term Review reports
* Final project review reports, wherever available
* Financial reports
* Mission reports
* Strategy documents
* Guidelines/discussions papers
* Outreach materials including Baobab coalition and fliers
* Minutes of programme board meetings
* Monitoring and evaluation frameworks (Programme level – Regional and National)
* Project Review Reports
1. **Interviews in the field with stakeholders including, but not limited to:**
* Project team (UNDP CO and government)
* Implementing Partner (UNOPS for IRTSC/MCBP, UNDP for PPAS)
* Oversight body (AAP programme board for IRTSC/MCBP/PPAS)
* WFP, UNICEF and UNIDO
* Project stakeholders
1. **Additional document/information:**
* [UNDP Evaluation Office webpage](http://intra.undp.org/eo)
* [UNDP Evaluation Policy (2006)](http://www.undp.org/evaluation/policy.htm)
* UNDP Evaluation Policy, pending approval by the Executive Board in January 2011
* [Handbook on Planning, Monitoring and Evaluating for Development Results](http://www.undp.org/evaluation/handbook)
* [Outcome Evaluation Guidelines](http://intra.undp.org/eo/documents/HandBook/OC-guidelines/Guidelines-for-OutcomeEvaluators-2002.pdf)
* [Evaluation Resource Centre](http://erc.undp.org/index.aspx?module=Intra)
* [EvalNet](http://intra.undp.org/eo/evalnet/network-info.html) – EvalNet is a knowledge practice network, managed by the Evaluation Office, which aims to promote sharing of experiences, lessons and good practices in evaluation among its members. It has a number of products; including bi-monthly resource packages, consolidated replies and e-discussions. The network is open to external evaluation practitioners on invitation basis.
* [ADR Guidelines](http://www.undp.org/eo/documents/ADR/framework/ADR_Guide.pdf)
* [United Nations Evaluation Group (UNEG) webpage](http://www.uneval.org/)
* [UN Evaluation Group Norms and Standards for Evaluation](http://intra.undp.org/eo/policy.html)
* [UNEG Code of Conduct for Evaluators](http://www.unevaluation.org/papersandpubs/index.jsp?ret=true)
* [UNEG Ethical Guidelines for Evaluators](http://www.unevaluation.org/currentwork/currentworklist.jsp?currentworkid=100&doc_cat_source_id=2&doc_source_id=100)

The above-referenced documents shall be made available to the evaluators in advance of the missions and, to the extent possible, in electronic format. Any other reports produced by IRTSC, MCBP and PPAS may be made available upon their arrival at the duty station.

A detailed timeline for the consultancy is below (dates are given best estimates and consider critical deadlines):

|  |  |  |
| --- | --- | --- |
| **Date** | **Evaluation Consultant 1 (Team Leader)** | **Evaluation Consultant 2 (Support)** |
| November 5-9 | Review of documentation (home-based) | Review of documentation (home-based) |
| November 12-16 | Attend Regional Meeting in Dakar Senegal – gather information (conduct interviews) from AAP national teams and IRTSC experts  | Attend Regional Meeting in Dakar Senegal – gather information (conduct interviews) from AAP national teams and IRTSC experts |
| November 19-20 | Follow-up interviews with stakeholders (Dakar)(This timing will be critical, because many AAP experts will end their contracts in early December) | Follow-up interviews with stakeholders (Dakar) |
| November 21 - 23 | Develop detailed outline for Programme Evaluation Report (home-based) | Support in developing detailed outline for Programme Evaluation Report (home-based) |
| December 3-7 | * Follow-up interviews with MCBP team (home-based)
* Draft sections of Programme Evaluation section on MCBP
 | * Follow-up interviews with HQ team, including Cross Practice (home-based)
* Draft sections of Programme Evaluation Report for PPAS
 |
| December 10-14 | Inactive | Inactive |
| December 17-21 | Inactive | Inactive |
| December 24-28 | Inactive | Inactive |
| December 31-January 4 | Inactive | Inactive |
| January 7-11 | Inactive | Inactive |
| January 14-18 | Inactive | Inactive |
| ***January 18th – National Project Evaluation Reports Available*** |
| January 21-25 | * Review of reports/documents from 20 AAP countries (home-based)
 | * Review of reports/documents from 20 AAP countries (home-based)
 |
| January 28-February 1 | * Review of reports/documents from 20 AAP countries (home-based)
* Draft sections of Programme Evaluation Report for National Projects
 | * Review of reports/documents from 20 AAP countries (home-based)
* Draft sections of Programme Evaluation Report for National Projects
 |
| February 4-8 | Further development of draft synthesized evaluation report (home-based) | Further development of draft synthesized evaluation report (home-based) |
| February 11-15 | Further development of draft synthesized evaluation report (home-based) | Further development of draft synthesized evaluation report (home-based) |
| February 18-22 | ***UNDP HQ review period on draft Programme Evaluation Report (non-working days)*** |
| February 25-March 1 | * Incorporate comments (home-based)
* Finalize Programme Evaluation Report (home-based)
 | * Incorporate comments (home-based)
* Finalize Programme Evaluation Report (home-based)
 |
| March 4-5 | Development of presentation on final evaluation for AAP Board Meeting (home-based) |  |
| March 11-12 (estimated) | Presentation of findings at AAP Programme Board meeting (mission New York) |  |

1. **ATTRIBUTES OF THE PROGRAMME EVALUATION TEAM**

The team will be responsible for the delivery, content, technical quality and accuracy of the evaluation, as well as the recommendations.

The team should ideally have the following competencies and attributes:

Expertise in:

* Capacity building and strengthening institutions
* Policy framework strengthening/mainstreaming
* Climate change adaptation
* Programme evaluation
* Good knowledge of the UNDP Evaluation Policy
* Experience applying UNDP Results Based Evaluation Policies and Procedures
* Good knowledge of the UNDP NEX/NIM Guidelines and Procedures
* Knowledge of Result-Based Management Evaluation methodologies
* Knowledge of participatory monitoring approaches
* Experience applying SMART indicators and reconstructing or validating baseline scenarios;
* Demonstrable analytical skills
* Some prior knowledge of the the Africa Adaptation Programme and working experience in Africa will be considered an asset

Competency in the following is ***required:***

* Excellent English writing and communication skills
* At least one Team member should be fluent in French (this is a significant requirement for the success of the evaluation). For the Team to cover francophone countries, excellent French communication skills (language and cultural considerations)
* Demonstrated ability to assess complex situations in order to succinctly and clearly distil critical issues and draw forward looking conclusions
* Excellent facilitation skills
1. **IMPLEMENTATION ARRANGEMENTS**

The lead team member will be active for 49 days. The team member providing support to the lead team member will be active for 45 days. Each component to be reviewed by the evaluation team (i.e. IRTSC, MCBP, PPAS) will be responsible for logistical arrangements with support from EEG.

\*\*\*During the evaluation process, the team is expected to have extensive interactions with the AAP country teams and UNDP Country Offices more broadly, IRTSC, MCBP and HQ team to ensure the full extent of the programmes activities, results and impacts are known and captured. The team will also interact closely with a Results and Learning Consultant to share same sources of information. Final products from both the Results and Learning Consultant and the Programme Evaluation Team will help bridge AAP results and lessons to subsequent programming.\*\*\*

The detailed Final Evaluation methodology will be agreed as part of the contract finalisation process by way of virtual communication with relevant UNDP representatives.

1. **GUIDING PRINCIPLES AND VALUES**

The evaluation will be undertaken in-line with the following principles:

* Independence
* Impartiality
* Transparency
* Disclosure
* Ethical
* Partnership
* Competencies and Capacities
* Credibility
* Utility

The evaluators must be independent from the delivery and management of development assistance process that is relevant to the Project’s context. Therefore, applications will not be considered from evaluators who have had any direct involvement with the design or implementation of the Project. Any previous association with the Project must be disclosed in the application. This applies equally to firms submitting proposals as it does to individual evaluators. If selected, failure to make the above disclosures will be considered just grounds for immediate contract termination, without recompense. In such circumstances, all notes, reports and other documentation produced by the evaluator will be retained by UNDP.

**ANNEX 5 - LOGICAL FRAMEWORKS**

1. **Logical Framework for IRTSC**

**AAP Inter-Regional Technical Support Component Results Framework**

| **Expected Results** | **Indicators** | **Means of Verification** | **Risks and Assumptions** | **Workplan** |
| --- | --- | --- | --- | --- |
| **OBJECTIVE: Inter-regional technical expertise and capacity development support provided to 20 countries** |
| **Outcome 1: Access to the best available data and information on climate variability and impacts is facilitated to support dynamic, long-term national planning and decision-making mechanisms**  |
| ***1.1 Resources and systems are established for technical support and knowledge management***  | * Number of climate products, analytical tools and services developed and tested
* E-infrastructure established for enhanced access to climate data and products
* Number and effectiveness of strategic cooperation partnerships
 | Review of materials and guides produced by IRTSCReview of infrastructure installedInterviews with IRTSC partners | Source information and tools are readily available and can be feasibly adopted in AAP countriesAppropriate technical support partners are found  | **DIMC****KMC** |
| ***1.2 Effective technical capacity development support is provided to assist AAP countries to access and analyse climate data and apply climate products and services*** | * Number of workshops and trainings held
* Number of people trained and skills acquired on developing strategies for CC impacts, data collection and analysis
* Satisfaction of countries with technical assistance provided by AAP IRTSC
 | Review of reports from workshops and trainingsPost-training evaluation dataInterviews with participants | AAP countries recognize a need for and request the available technical support from IRTSC | **DIMC****KMC** |
| ***1.3 Effective strategic support is provided for inter-regional and special initiatives related to accessing technical data and analytical tools*** | * Number of people with increased awareness and skills as a result strategic technical support projects
* Participant satisfaction with and benefits from the technical support projects
* Number of applications of the data and tools in AAP pilot countries
 | Review of reports from strategic initiativesInterviews with participants | Participating countries have the organisations and commitment to effectively utilize the strategic support  | **DIMC** |
| **Outcome 2: Support is provided to institutional and leadership development in a manner responsive to the unique circumstances and needs of each country**  |
| ***2.1 Resources and systems are established for institutional and leadership capacity development***  | * Needs assessments completed and gaps identified for capacity development
* Capacity development tools, training materials/modules and events designed and disseminated
 | Review of surveys, and training materials and guides produced by IRTSCInterviews with IRTSC partners | Appropriate tools are available for capacity development | **ILDC** |
| ***2.2 Effective capacity development support is provided for institutional and leadership development as requested by AAP countries***  | * Number of people trained and skills acquired in institutional analysis for climate change programs.
* Satisfaction of organisations and individuals with the institutional and leadership assistance provided by AAP
 | Review of reports from workshops and trainingsPost-training evaluation dataInterviews with participants | AAP countries recognize a need for and request the available institutional and leadership development support from IRTSC | **ILDC** |
| ***2.3 Effective strategic support is provided for inter-regional and special initiatives related to institutional and leadership development*** | * Number of leaders who received transformation capacity development training
* Number of workshops and other institutional support events provided by IRTSC
* Outputs from institutional mapping exercise and number of follow-up applications
* Participant satisfaction with and benefits from the institutional/leadership support projects
* Number of staff with measured skills as a result of AAP *Professional Development Programme*
* Evidence of transformational leadership behaviours demonstrated by the selected individuals in the pilot countries
 | Review of reports from workshops and trainingsPost-training evaluation dataInterviews with participants | Countries and participating organisations can effectively utilize the training and professional development provided by IRTSC | **ILCD** |
| **Outcome 3: Best practices, experiences and technologies are identified and exchanged among countries on implementing climate-resilient policies in priority sectors**  |
| ***3.1 Resources and systems are established for identifying and exchanging best practices, experiences and technologies***  | * Compilations of best practices, experiences and technologies prepared
* Materials and training modules are established and disseminated
 | Review of surveys, and materials complied on best practices, experiences and technologies | Source information on best practices, experiences and technologies are supplied by AAP countries | **DIMC****ILDC****KMC** |
| ***3.2 Effective capacity development support is provided for use of best practices , experiences and technologies as requested by AAP countries***  | * Number of best practice training and experiences sharing events/workshops
* KM communication strategies prepared and implemented
* Participant satisfaction with the knowledge dissemination activities
 | Review of reports from workshops and exchangesPost-training evaluation dataInterviews with participantsData from Help Desk | AAP countries recognize a need for and request the available technical support from IRTSC | **DIMC****ILDC****KMC** |
| ***3.3 Effective strategic support is provided for inter-regional and special initiatives related to best practices , experiences and technologies***  | * Number of people with increased awareness and skills as a result of strategic best practices, experiences and technologies exchanges
* Participant satisfaction with and benefits from the knowledge management projects
* Evidence of the application of best practices, experiences and technologies introduced by AAP
 | Review of reports from workshops and trainingsPost-training evaluation dataInterviews with participants | Countries and participating organisations can effectively utilize the knowledge from exchange of best practices, experiences and technologies  | **DIMC****ILDC****KMC** |
| **Outcome 4: Innovative financing options are identified and key partnerships are facilitated at the national, sub-regional and regional levels**  |
| ***4.1 Resources and systems are established for identifying innovative financing options and partnerships*** | * Needs assessment completed on financing options information appropriate for AAP countries
* Materials and processes designed and established to facilitate understanding of these options
 | Review of surveys, and training materials and guides produced by IRTSC | Expertise is available from UNDP or elsewhere on financing options for climate change adaptation | **AAPM??** |
| ***4.2 Effective capacity development support is provided on financing options and partnerships as requested by AAP countries***  | * Usefulness of the materials on financing options for the target audiences
* Participant satisfaction with and benefits from the financing training activities
* Evidence of applications of the training and skills development related to financing options and partnerships
 | Review of reports from workshops and trainingsPost-training evaluation dataInterviews with participantsData from Help Desk | AAP countries recognize a need for and request the available financing options capacity development support from IRTSC | **AAPM??** |
| **Outcome 5: Region-wide knowledge and learning mechanisms are established to raise awareness, engage stakeholders, inform decision-makers, and promote exchange and cooperation between countries Climate change institutional and leadership development has occurred in a manner responsive to the needs of each country**  |
| ***5.1 Resources and systems are established for knowledge management and learning*** | * Number and type of knowledge products for supporting informed decision making in development processes developed and made accessible
* Regional and international partnerships established for strategic planning and development and dissemination of KM products
* Mechanisms for knowledge and learning are established in AAP countries
 | Review of surveys, and training materials and guides and documentation of the learning mechanisms produced by IRTSCInterviews with IRTSC partners engaged in region-wide knowledge and learning mechanisms | Appropriate tools are available and platforms can be developed for knowledge management processes | **KMC****DIMC** |
| ***5.2 Effective knowledge management services are delivered as requested by AAP countries*** | * KM communication strategies prepared and implemented
* Number of KM events/workshops completed
* Participant satisfaction with KM events
* Contributions toward establishing structures aimed at developing communities-of-practice in AAP countries
* Support to Knowledge Center in Mozambique
 | Review of reports from KM events/workshopsPost-training evaluation dataInterviews with participantsData from Help Desk | AAP countries recognize a need for and request the available knowledge management support from IRTSC | **KMC****DIMC** |
| **5.3 *Effective strategic support is provided for inter-regional and special initiatives related to knowledge management*** | * Number of joint initiatives with knowledge management partners for programme-wide learning
* Number of people with increased awareness and skills as a result of strategic knowledge management projects
 | Review of reports from workshops and trainingsPost-training evaluation dataInterviews with participants | Countries and participating organisations can effectively utilize the learning opportunities | **KMC****DIMC** |
| **Outcome 6: AAP is being effectively implemented and managed in accordance with IRTSC objectives and commitments**  |  |
| ***6.1 IRTSC provides responsive technical and administrative support to AAP country projects*** | * Number of consultant mission-days provided to AAP countries
* The feedback from COs by AAP project teams regarding technical and admin support is positive
* Number of *Requests for Assistance* received through Help Desk that are suitable for AAP support
* 90% of responses to requests for assistance occur within targeted time
* Country project staff and partners are satisfied with the assistance received
 | Interviews with AAP project and UNDP staff and stakeholdersData from Help Desk on requests and responsesFeedback from training, technical support and capacity development activities in Outcomes 1-5 above | AAP countries recognize a need for and request the available technical and other support from IRTSC | **AAPM** |
| ***6.2 AAP programme management processes operate effectively and efficiently*** | * Number and frequencies of Programme Board meetings
* Programme management is responding to issues and risks that arise
* IRTSC AWPs are being implemented as planned and scheduled[[2]](#footnote-2)
* Financial audit completed as required for IRTSC component
 | Minutes of BoardInformation on management responses to issuesRate of completion of planned activities and expendituresFinancial audit documents | Programme Board are actively engaged in addressing the key issues that arise and the concerns about deadline pressures | **AAPM** |
| ***6.3 Reporting and communication conform to AAP programme requirements***  | * ATLAS information regularly updated by IRTSC
* Reporting templates disseminated and understood by country teams
* AAP country teams submitting quarterly reports as per template and timetable
* Annual, quarterly and monthly reporting being submitted complete and on time by IRTSC
* Government of Japan is regularly informed and engaged by IRTSC
 | Review of AtlasReview of monthly, quarterly and annual reportingReview of AAP country quarterly reportsRecords of briefings provided to Government of Japan | AAP country quarterly reports are completed and on time in order to facilitate quality IRTSC reporting | **AAPM** |
| ***6.4 AAP resources and services are integrated into UNDP structures*** | * Strategic alignments with Regional Bureaus established to facilitate sustainability of AAP resources and services
* Integrated service delivery approach developed and tested in pilot countries
* Number of UNDP cross-practice engagements within AAP projects
 | Documents summarizing the strategic alignments and continuation of AAP resources and servicesReports on integrated service delivery pilot projectsReports on UNDP cross-practice inputs into AAP | Greater certainty about HQ, Regional and CO roles and responsibilities can be providedSufficient commitment is made toward sustaining and building upon the outputs from IRTSC | **AAPM** |

**Workplans:**

**DIMC:** Data and Information Management Component of AAP

**ILCD:** Institutions, Leadership and Capacity Development Component of AAP

**KMC**: Knowledge Management Component of AAP

**AAPM:** AAP Management

1. **Logical Framework for MCBP**

|  |
| --- |
| **Project Title: Improving Public Awareness of Climate-change Issues in Africa: Capacity Support for Local Media through South-South Cooperation** |
| **Intended Outcome:** Improved target beneficiaries’ understanding and capabilities in climate change mitigation and adaptation responses |
| **Outcome Indicators:**  * Improved understanding of the target beneficiaries on climate change issues (qualitative/quantitative survey)
* Improved coverage of climate change issues by local media (qualitative/quantitative survey)
* Improved understanding of climate change issues among key policy- and decision-makers (qualitative/quantitative survey)
 |
| **Partnership Strategy:** The project will be executed by UNOPS and will work closely with UNDP AAP, which is being funded by the Japan-UNDP Partnership Fund.  |
| **Intended Outputs** | **Output Targets** | **Indicative Activities** | **Collaborating Partners** | **Inputs** |
| 1. Level of understanding of climate change of media professionals determined  | 1.1 Level of understanding of climate-change issues determined by journalists and media personnel in 20 countries1.2 Awareness surveys completed in pilot countries 1.3 Survey data analysed  | * Conduct representative surveys to assess the level of media awareness of climate change as well as awareness level of different target groups
* Analyse the survey results to determine the kind of message required for sensitization
 | * Japan International Cooperation Agency (JICA)
* United Nations Environment Programme (UNEP)
* African Network for Environmental Journalists (ANEJ)
* UNDP Bureau for Development Policy
* UNDP Africa Adaptation Programme (AAP)
* UNDP country offices in the participating countries
* National media outlets
* Kenya Ministry of Environment and Natural Resources
* Ministries of Environment of other countries
 | * Coordinator: $180,000
* Programme analyst (UNV): $55,000
* 2 Support staff (programme assistants): $80,000
* Survey consultants: 40 (2 for each country) @ $3,000 each = $120,000
* Target messages - Survey consultants (analysis): 20 @ $5,500 each = $110,000
* Contingency: $20,000

Subtotal: $565,000 |
| 2. Communication tools and education packages on climate change to assist media professionals developed  | 2.1 Existing messages and tools about climate change and environmental issues analysed2.2 Additional tools and media approaches developed2.3 Complementary training materials prepared  | * Review media tools being used in each country and determine which ones are applicable to climate change
* Develop messages for delivery by media personnel and selected groups, e.g., teachers
* Determine media outlets to be used (e.g., radio, television, print and electronic)
* Prepare training materials for use during dissemination phase
 | * Communication tools – Consultants: 40 @$5,000 = $200,000
* Travel: $90,000
* Training materials/ brochure. Consultants: 8 @$17,500 = $140,000
* Contingency: $20,000

Subtotal: $450,000 |
| 3. Improved awareness and understanding of climate change created  | 3.1 Media personnel and key stakeholders trained 3.2 Climate-change audio visual materials and other media formats developed for school use3.3 Climate-change information regularly disseminated by multiple media outlets  | * Design training courses and study tours for media and related stakeholders
* Engage local and national authorities as well as other stakeholders to incorporate the dissemination of climate-change information into their national development plans
* Develop, user-friendly climate-change messages that include both mitigation and adaptation issues
* Organize talk shows and other events for television/radio as applicable.
 | * Regional training courses: 2 each at $140,000 = $280,000
* Local pilot projects: 20 projects, 1 in each pilot country @ $30,000 = $600,000
* Climate-change stories/tales: 40 folktellers, 2 in each pilot country @2,400 each = $96,000
* Talk shows/interviews : $100,000
* Contingency: 20,000

Subtotal: $1,096,000 |
| 4. Project completed and scaling-up plans finalized | 4.1 Final report prepared on outcomes and lessons learned from the project4.2 Project evaluation report prepared4.3 Plan prepared for a follow-up project to consolidate recommendations of the first phase | * Obtain feedback from target groups on their understanding of climate change
* Meet with media to obtain their feedback on the project activities
* Evaluate whether the programme reached its objectives
* Prepare a final report on the implementation process and the consolidation of a follow-up phase
 | * Evaluators (Travel and DSA); $2@ $40,000 for 2 years = $160,000
* Final report/printing; $30,000
* Contingency: $35,449

Subtotal: $225,449 |

**ANNEX 6 – REPORT SAMPLE OUTLINE**

Final Evaluation Report – Sample Outline

1. Executive Summary
* Brief description of programme
* Context and purpose of the evaluation
* Main conclusions, recommendations and lessons learned
1. Introduction
2. Purpose of the evaluation
3. Key issues addressed
4. Methodology of the evaluation
5. Structure of the evaluation
6. The Programme and its Development Context
* Programme start and its duration
* Challenges that programme seek to address
* Objective and goal of the programme
* Main stakeholders
* Results expected
1. Findings and Conclusions
	1. *Programme Formulation*
* Formulation processes
* Stakeholder participation
* Replication approach
* Cost effectiveness
* Linkage of the programme and other interventions within the sector
* Indicators
	1. *Programme Implementation*
* Delivery
* Financial management
* Monitoring and evaluation
* Implementation modalities
* Coordination with WFP, UNICEF and UNIDO
* Coordination with other partners and operational issues
	1. *Results*
* Attainment of Objective/Goal
* Attainment of Outcomes/Outputs
* Sustainability
* Replicability
1. Lessons Learned
2. Conclusions and Recommendations
3. Annexes
* Evaluation ToRs, itinerary and list of persons interviewed
* Summary of findings from each mission (e.g. national project, regional component, PPAS)
* Summary of field visits, including evaluators findings, issues raised and recommendations by different stakeholders
* List of documents reviewed
* Questionnaire used and summary of results if any
1. The MCBP was designed and approved to meet emerging demand to enhance the capacities of the media in Jan 2010, two years after the overall AAP Programme was approved. The MCBP is funded by the AAP and fully integrated into the AAP. However, because of the time lag, the MCBP has its own project document and logical framework. [↑](#footnote-ref-1)
2. Planned Activities underway or completed: Achieved = >90%; On track = 50- 90%; Off track = <50% [↑](#footnote-ref-2)