



## Strategic Review of the UN-REDD Programme in Zambia Terms of Reference

### International and National Consultants (Individuals)

#### 1. Background and Context

Zambia is among the first pilot countries to implement the climate-change mechanism **REDD+**, which stands for *reducing emissions from deforestation and forest degradation and the role of conservation, sustainable management of forests and enhancement of forest carbon stocks in developing countries*.

The readiness stage for this mechanism entails the participatory development of a national REDD+ Strategy, which will comprise policy reforms, investments and a related REDD+ implementation framework, with due monitoring and safeguard systems, in line with agreements and negotiations under the United Nations Framework Convention on Climate Change (UNFCCC). In essence, REDD+ is an international mechanism that intends to enhance the value of standing forests and incentivize sustainable forest management through a multi-stakeholders approach and a green development perspective. Zambia is fully engaged in advancing REDD+ and a partner member and beneficiary of UN-REDD (a United Nations collaborative programme, comprising FAO, UNDP and UNEP).

In line with the above, a **UN-REDD Zambia Joint National Programme (NJP)** for REDD+ was developed, with a financial allocation of US\$ 4.49 million, to advance the national REDD+ readiness process. The Programme's goal is to prepare Zambian institutions and stakeholders for effective nationwide implementation of the REDD+ mechanism. The Programme's objectives are to:

- (a) build institutional and stakeholder capacity to implement REDD+;
- (b) develop an enabling policy environment for REDD+;
- (c) develop REDD+ benefit-sharing model; and
- (d) develop Monitoring, Reporting and Verification (MRV) systems for REDD+.

In addition, a total of six outcomes are envisaged: (1) Capacity to manage REDD+ Readiness strengthened; (2) Broad-based stakeholder support for REDD+ established; (3) National governance framework and institutional capacities for the implementation of REDD+ strengthened; (4) National REDD+ strategies identified; (5) MRV capacity to implement REDD+ strengthened; and (6) Assessment of Reference Emission Level (REL) and Reference Level (RL) undertaken.

#### 2. Justification

The REDD+ readiness phase is ongoing with steady progress made in key areas of programme implementation, notably since 2012. These include: a) awareness raising on REDD+, stakeholder engagement exemplified by high-level government support to

stakeholder processes; b) development of a forest monitoring system including decentralising the forest monitoring system in 10 provinces that have operational Forest Monitoring Laboratories; c) measurement, reporting and verification (MRV) system developments such as development of Roadmap for MRV framework and capacity building support; and d) studies undertaken and ongoing on REDD+ issues.<sup>i</sup>

Notwithstanding the progress made above, there has been a number of implementation challenges. Notable are those that are related to the UN-REDD programme design itself. As one of the first national programmes to be designed under UN-REDD, without the benefit of lessons learned from other programmes and knowledge of emerging issues on REDD+ as currently known, the Zambia programme has overlapping and sometimes duplicating outputs, activities and sub-activities which are not easy to coordinate or duly sequence. This has affected programme delivery and protracted implementation. This design feature has become an operational challenge, having been acknowledged and was also highlighted in a recent retreat by the UN-REDD+ team comprising the National REDD+ Coordination Unit and United Nations colleagues supporting the UN-REDD programme in Zambia. In addition to programme design challenges, there have been other challenges including those of a conceptual nature.<sup>ii</sup>

Furthermore, the domain of REDD+ has substantially evolved in the past year, partly in relation to the progress of negotiations, which has brought more clarity on how to build a REDD+ system with the requisite international-level requirements.

Therefore, in light of the above, a strategic review has become imperative in order to:

1. **Strengthen programme implementation**, which will help to build and consolidate the gains and achievements of the past years, and as well address challenges and lessons learned over the past years of implementation. The strategic review will provide an opportunity to take stock of achievements, experiences and lessons learned, and provide recommendations on the way forward. This will make programme implementation more streamlined, coherent, feasible and aligned with current evolution of the REDD+ domain;
2. **Promote synergistic implementation**: Several non-governmental, private sector and development partners are implementing REDD+ related projects, which should inform the development of a REDD+ strategy and its future implementation. While Zambia's UN-REDD Programme is linked in with other initiatives and is facilitating coordination on programme elements such as MRV, there is a need to review and provide recommendations to strengthen the REDD+ Coordination processes for the benefit of Zambia. This way, the UN-REDD programme and indeed the REDD+ processes as a whole, would be able to benefit from the complementarities amongst the various initiatives and position the country for further REDD+ support after the current programme.

### 3. Objectives

The overall objective of the review is to assess the extent to which programme outputs and outcomes have been achieved and the contribution of the Programme so far in getting Zambia 'ready for REDD+ (i.e. Has the Programme worked to meet its expectations, and if not, what reasons are accountable for this, and which areas need to be improved)?'. In addition, it is to develop a vision and guidance for the longer term engagement of the UN-REDD Programme in Zambia, its inclusion in the key national development processes and its collaboration with other sectors and partners in the area of REDD+; and assess current implementation, management and partnership arrangements to suggest improvements where possible.

Finally, it will propose recommendations on operational priorities and an outline of work plan and budget until the end of the implementation.

## **4. Scope and tasks**

### **4.1 Scope**

The review should cover the period from the signing of the National Programme Document in 2010 until the time of the review. It will examine the full range of activities under the Programme and will provide recommendations to enhance programme implementation.

### **4.2 Tasks**

More specifically, the team of consultants will:

- a. Assess the status of programme implementation including achievements of planned results and challenges encountered;
- b. Assess the extent to which Zambia's UN-REDD Programme has contributed so far towards 'getting the country 'ready for REDD+' and what remains to be implemented;
- c. Document and extract the lessons learned and experiences to inform the completion of the programme and future implementation of REDD+;
- d. Provide recommendations and actions that will:
  - Identify opportunities to enhance the Programme Zambia's UN-REDD Programme;
  - Identify operational priorities with proposals on work planning and budgetary processes until the end of the implementation;
  - Feed into the action plan to request the no cost extension from the UN-REDD Secretariat;
  - Strengthen institutional, partnership, management and coordination arrangements to fully deliver the Programme and to ensure a robust REDD+;
  - Strengthen programme implementation including synergies and effective coordination between the UN-REDD programme and other ongoing REDD+ activities in the country;
  - Identify major factors which will influence sustainability of the Programme and will ensure that the programme outputs and outcomes are ultimately sustainable after the implementation of the current UN-REDD programme.

## **3. Methodology**

The review will use the following methods for data collection:

### Document Review

- Documents that constitute formal agreement among project partners and/or record progress; such as the National Programme Document, inception report, meeting minutes, project work plans, periodic reports, as well as reports prepared by contractors to document their commissioned work;
- Documentation from other REDD+ projects and processes in Zambia;

- Other relevant working documents produced during the course of implementation.

#### Key Informant Interviews

The review will include interviews with key stakeholders:

- Senior management at FD, MLNREP and other relevant Government organisations;
- Members of the REDD+ and ILUA Technical Committees;
- Staff in FD working on REDD+;
- Management and staff of other REDD initiatives and related initiatives in Zambia, including the Royal Norwegian Embassy, Finland, USAID and other development partners such as NGOs;
- UN staff and management involved in the UN-REDD Programme in Zambia including key project personnel and backstopping team;
- Focus Group discussions with selected stakeholders

In conducting data analysis and presenting the findings, the review should use a combination of qualitative and quantitative methods. The reviewers will apply internationally recognized standards for reviews.

#### **4. Outputs and Deliverables**

**Inception report** – within two days of the start of the assignment. The document will highlight the consultants’ interpretation or understanding of the TOR; detailed approach and methodology for the review, a work plan and time schedule, and draft data collection protocols. The report should also include an outline of the review report.

**Preliminary findings report** – a presentation of findings to key stakeholders orally and in writing will be made prior to completing the in-country mission. The purpose of this session is to provide opportunity for initial validation and elaboration of the reviewer’s observations and analysis.

**Draft report** – within two weeks of leaving the project site, the reviewers will submit a draft review report to UNDP.

**Final report** – within two weeks of receiving comments from stakeholders, the Review Team will submit a final document.

#### **5. Report Outline**

As a minimum, the Report (draft or final) shall include the following components:

- i. Title and opening pages
- ii. Table of contents
- iii. List of acronyms and abbreviations
- iv. Executive Summary
- v. Introduction / Background
- vi. Project outline and management
- vii. Objectives and scope of the review
- viii. Review Methodology and guiding principles if any

- ix. Data Analysis
- x. Findings
- xi. Lessons Learned
- xii. Recommendations (including proposals on priority actions and timelines to conclude readiness phase)
- xiii. Relevant Annexes, e.g.
  - a. List of people interviewed
  - b. List of acronyms
  - c. Review work plan and TOR
  - d. Key reference documents

## **6. Review Team Composition and Required Qualifications**

A team of two independent experts, one international and one national, will be contracted to undertake the review. The Team Leader will lead, organize, and supervise the work of the review team, ensuring a division of labor that is commensurate with the skills profiles of the individual team members.

He or she will have overall responsibility for the production of deliverables, in particular the strategic review report, and is ultimately accountable for its quality. The Team Leader is also responsible for ensuring adequate consultations with all stakeholders and for reporting to UNDP on progress.

Specifically, the team members will have the following profiles:

### **1. Team Leader for Strategic Review (International Consultant)::**

- An effective manager with demonstrated experience in conducting international development reviews and evaluations;
- Demonstrated strong knowledge of Monitoring and Review methods for development projects; knowledge of UNDP's results-based management orientation and practices;
- Broad knowledge of REDD+ and its role in climate change policies and approaches, with 5-10 years' experience in the implementation of forestry and /or climate change projects and programmes in developing countries;
- Demonstrated experience with implementation and/or review of capacity-building efforts in developing countries, ideally in the area of forestry and/or climate change mitigation/adaptation;
- Prior experience from Sub-Saharan Africa preferred.

### **2. Forestry and REDD+ Expert (National Consultant):**

- Demonstrated experience and strong knowledge in REDD+ and related areas in Zambia, such as general forest management, MRV, Governance, Safeguards, ;
- Experience in the review of development assistance programmes and projects, preferably in the climate change area;
- Broad knowledge of climate change mitigation and/or adaptation in Zambia;
- Broad knowledge of political and economic development in Zambia and how REDD+ fits in with that;

- Excellent organizational skills;
- Fluent written and spoken English.

#### **Qualification Requirements for both consultants:**

- At least a Masters's Degree in a Social Science or other relevant area;
- Min. 10 year's work experience;
- Familiarity with project implementation in complex multi donor-funded projects;
- Fluency in the English language and excellent oral and written communication skills.

*The consultants must not have had any involvement in the design or implementation of this programme and have no present affiliation with the UN organizations funding the programme, or any of the programmes key project stakeholders that would jeopardize their objectivity in relation to the assignment.*

Consultants will be contracted by UNDP and remunerated according to UNDPs standard rates for consultants and in line with the level of their experience and expertise. The contract will be output-based and payment issued only upon delivery of satisfactory outputs.

#### **7. Principles and Ethics**

The review will be guided by the principles laid out in UNDP Evaluation Policy <http://www.undp.org/review/><sup>1</sup> and the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' <http://www.uneval.org/search/index.jsp?q=ethical+guidelines>.

#### **8. Implementation Arrangements**

The Team Leader will report to UNDP Deputy Country Director and shall work co-operatively with the UN-REDD team, particularly the national REDD+ Coordinator and the UN-REDD Technical Advisor. The UNDP Regional Service Centre and HQ teams will support the development of the review work plan in consultation with key project partners. The ILUA and REDD Technical Committees will serve as the reference group for the review and ensure the monitoring of satisfactory completion of review deliverables.

In consultation with the Review Team Leader and as requested, UN-REDD personnel will make available all relevant documentation and provide contact information to key project partners and stakeholders, and facilitate contact where needed. The team will also assist in organizing any briefing de-briefing meetings including coordination of stakeholders input in the review draft report

#### **9. Time Frame for the Review Process**

The Review is expected to start in April 2013 and have an estimated total duration of 20 working days per consultant. The final work plan will be agreed jointly by the Review Team and the UN-REDD Team and approved by the UNRC and the Minister of MLNREP.

---

<sup>1</sup> The UNDP M&E Handbook <http://www.undp.org/review/handbook/> is another useful reference to UNDP's review principles.

## Indicative Work Requirement

---

Orientation to the assignment, initial document review, design of surveys, and preparation/discussion of the Review Plan	2 days
Detailed document review, interviews with key project personnel, stakeholder consultations, conducting of surveys, field visits (as appropriate), etc.	10 days
Analysis and preparation of draft review findings	3 days
Debriefings	2 days
Preparation of Final Review Report, including addressing comments from stakeholders on the first draft	3 days
<b>Total</b>	<b>20 working days</b>

---

---

<sup>i</sup> Ref. SEE THE 2013 ANNUAL WORK PLAN AND BUDGET OF THE UNITED NATIONS COLLABORATIVE PROGRAMME ON REDUCING EMISSIONS FROM DEFORESTATION AND FOREST DEGRADATION (UN-REDD PROGRAMME) IN ZAMBIA: BACKGROUND NOTE AND IMPLEMENTATION STRATEGY

<sup>ii</sup> Ibid