

## TERMS OF REFERENCE Individual Contractor

### 1. Assignment Information

<b>Assignment Title:</b>	International Consultant for CCCA Programme Mid Term Review
<b>UNDP Practice Area:</b>	Environment and Energy
<b>Cluster/Project:</b>	Cambodia Climate Change Alliance Phase II (CCCA II)
<b>Post Level:</b>	Senior Specialist
<b>Contract Type:</b>	Individual Contractor (IC)
<b>Duty Station:</b>	Home based and Phnom Penh, with travels to Project Sites
<b>Expected Place of Travel:</b>	Phnom Penh (7-10 days) and selected provinces in Cambodia (10 days)
<b>Contract Duration:</b>	25 working days in November 2016 – January 2017

### 2. Project Description

The Cambodia Climate Change Alliance (CCCA) - Phase 2 is an initiative led by the Ministry of Environment and supported by the European Union, Sweden and UNDP. The overall objective is to strengthen national systems and capacities to support the coordination and implementation of Cambodia's climate change response, contributing to a greener, low carbon, climate-resilient, equitable, sustainable and knowledge-based society. The specific objective is to contribute to the implementation of the Cambodia Climate Change Strategic Plan.

The CCCA Phase 2 programme focuses on three main drivers of change (results), for the period from July 2014 to June 2019:

- Strengthening the governance of climate change
- Harnessing public and private, domestic and external resources in support of the CCCSP vision
- Developing human and technological capital for the climate change response

The programme combines technical assistance activities and financial support for pilot projects, through a grant facility (16 active projects). The current budget of the CCCA Phase 2 is USD 10.8 million.

UNDP is now looking to hire qualified and experienced consultant(s) to conduct a mid-term review of the CCCA Phase 2 Programme.

### 3. Overall Objectives of the Assignment

The overall objectives of the mid-term review are:

- To review and assess the overall achievements at 3 levels of development results (outputs, outcomes and impacts) of CCCA Programme (including grant projects) to date, as well as to identify opportunities and challenges related to design, implementation and management of CCCA and provide recommendations on any changes in approach that may be considered in the second phase of the CCCA Programme;
- To assess how the CCCA programme is related to or complements other climate change activities;
- To identify lessons learnt for the CCCA Trust Fund in relation to the design, implementation, monitoring and management of the CCCA Programme;
- To identify lessons learnt and impacts from CCCA programme (including pilot projects), with potential for replication or inclusion in national or sectoral climate change policies; and
- To what extent the programme contributes to the UNDP Country Programme 2016-2018.



### **Specific objectives:**

The Mid-Term Review will evaluate the status of progress, implementation and management process employed under each of the three results contained in CCCA Phase 2 Programme.

The specific objectives of the assessment are as follows:

- To assess the overall development progress (outputs, outcomes, & impacts against the targets);
  - Capacity development of grantees and their partners' system and institutions;
  - Development of the adaptive capacity of target communities to adapt to climate change impacts;
  - Integration of adaptation activities into local development planning, in a way that is consistent with decentralization reform (where relevant);
  - Gender sensitivities in the CCCA;
  - Generation of lessons learnt and sharing of this information with the CCCA programme;
  - Review of the extent to which the planned project activities can lead to programme outputs/outcomes by project completion and suggestions on adjustments if required;
  - Review and assessment of the adequacy of the budget and expenditures to date, and provision of recommendation going forward;
- Relevance and suitability of the indicators in the result framework;
- Extent to which the planned activities allow for attainment of programme objectives;
- Strategies developed and implemented in addressing the key challenges faced in programme implementation;
- Value for money against outputs produced;
- To identify lessons learnt for the CCCA Trust Fund in relation to the design, implementation, monitoring and management of the CCCA Programme. This includes providing recommendations to improve capacity development support to the grantees and partners to promote knowledge-sharing;
- To identify lessons learned (including unsuccessful practices), and any best practices which should be fed into national or sectoral policies or have shown significant potential for replication;

In addition, the Review will seek to respond specific review questions developed for each of the three results.

### **Result 1: Governance and accountability framework for CC**

- To what extent has the CCCA intervention helped operationalize the governance and accountability framework for the climate change response at national and sub-national levels, including legal aspects, M&E framework and implementation of the CCCSP by ministries?

### **Result 2: Climate finance**

- To what extent has the CCCA intervention contributed to orienting domestic and external finance in support of climate resilient, low carbon development? This should include a review of the work on national and sub-national budgets, external assistance, and initial engagement of the private sector.

### **Result 3: Human and technological capacities in support of the CC response**

- To what extent has the CCCA strengthened national systems and capacities for knowledge management on climate change?
- To what extent has the CCCA strengthened national systems and capacities for education, research and innovation on climate change?



In addition, the review should include a brief assessment for each of the sample grant projects visited (under results 1 and 3), as well as a section highlighting any strategic findings and recommendations for the grant portfolio as a whole.

#### 4. **Scope of Work**

The Mid-Term Review will be conducted in such a way to ensure that the key principles of UNDP Evaluation are fully respected. The Review will be independent, impartial, transparent, ethical and credible.

The following focused scope of works and criteria are covered by this Mid-term Review:

- **Relevance:** to assess the relevance of the CCCA strategies and implementation arrangement, and national priorities for climate change response.
  - To what extent does the CCCA intervention meets the needs of Cambodia?
  - To what extent are the objectives of the CCCA Programme still valid and aligned with national priorities for Climate Change response?
  - Are the activities and outputs of the CCCA Programme consistent with the overall objectives and goals of the CCCA programme?
  - Related to activities and capacity level, was the programme timeframe (including each result) reasonable to achieve the outputs and outcomes?
- **Efficiency:** to the extent possible, the Review Team will compare the benefits (social, economic and related to national capacities) from the CCCA Programme with the budget to assess how efficient the programme is. The Review team will provide practical recommendations regarding how to improve the efficiency, as required.
  - Have the use of UNDP as the interim Trust Fund Manager and the multi-donor trust fund approach resulted in optimum transaction costs and oversight?
  - Were activities cost-efficient?
  - Were outputs achieved on time?
- **Effectiveness:** to assess how effective CCCA Programme is in achieving the objectives (outputs and outcomes), using the Result Framework as a basis.
  - To what extent were the CCCA governance structures, in particular the Programme Support Board, effective in facilitating smooth implementation of the CCCA Programme?
  - To what extent were the objectives achieved / are likely to be achieved by the end of the CCCA Programme?
  - What were the major factors influencing the achievement or non-achievement of the objectives?
- **Impacts:** CCCA aims to strengthen national capacities (Government and NGOs) for climate change adaptation. It should be noted that it takes significant time to improve or build adaptive capacity; therefore, the team should analyse both how adaptive capacity has been developed and how project achievements contribute to future strengthening of adaptive capacities.
  - What were the changes resulting from CCCA intervention in the way in which Cambodia is addressing climate change issues?
  - What were the impacts of the CCCA Programme (including CCCA funded projects) on adaptive capacities of target beneficiaries?
  - What were the changes in the livelihood/behaviour of the local communities contributing to better adaptive capacity at the ground level?



- How many people have benefitted from the impacts by aggregated sex and groups
- **Sustainability:** The review will assess how the programme achievements contribute to sustainability by engaging appropriate Government, non-Government and community level stakeholders.
  - To what extent has the CCCA Programme contributed to nurturing Government ownership and leadership in implementing Climate Change initiative and sustaining the results of the CCCA Programme?
  - To what extent are the benefits of CCCA funded projects likely to continue after its completions?
  - What were the major factors which influenced the achievement or non-achievement of sustainability?
- **Coherence/Complementarity**
  - Does the CCCA intervention complement other CC initiatives implemented in Cambodia or are there any significant overlaps?
  - Are the procedures and coordination among Development Partners harmonized and aligned to the principles of pool fund mechanism and country systems?
- **Partnership**
  - To what extent the CCCA intervention forged new or strengthened partnerships among different stakeholders (Government institutions, Development Partners, civil society/academia, CC practitioners etc...)?

## 5. **Expected Deliverables**

Deliverables	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
<b>Deliverable 1.</b> A detailed review methodology, including timelines	4 working days	By 22 November 2016	UNDP CCCA Trust Fund Administrator
<b>Deliverable 2.</b> A presentation of preliminary findings by the consultant to CCCA's project partners and other stakeholders for comments	15 working days	By 13 December 2016	UNDP CCCA Trust Fund Administrator
<b>Deliverable 3.</b> A draft version of the mid-term review report, within one week of completion of the field work. The CCCA team will have 15 days to compile and send comments from concerned stakeholders	4 working days	By 23 December 2016	UNDP CCCA Trust Fund Administrator
<b>Deliverable 4.</b> A final review report, addressing consolidated findings and recommendations, to be submitted within one week of receipt of the consolidated comments on the draft report	2 working days	By 13 January 2017	UNDP CCCA Trust Fund Administrator. If required, the IEO is also included*.
<b>Total estimated number of days:</b>	<b>25 days</b>		

Note \*: in case, there will be any feedback/comments from the UNDP Independent Evaluation Office after report submission, the consultants will be made to improve accordingly.

## 6. **Duration of Work**

The proposed duration of this assignment is 25 working days spreading over the period of November



to January 2016. The following estimated timeframe is provided as guidance (indicative) for applicants:

<b>Activity</b>	<b>Estimated Working Days</b>
Briefing meeting with UNDP and MoE	0.5
Desk review of project documents and progress reports	2
Inception report of the detailed review methodology and work plan	1
Comments/feedback from UNDP and concerned partners on the inception report of the mid-term review	-
Finalisation of inception report	0.5
Data collection: field visits, interviews with partners, and key stakeholders	14
Debriefing meeting/Presentation of preliminary findings with UNDP and CCCA partners	1
Draft mid-term review report	4
Comments/feedback from concerned stakeholders	-
Final review report	2
<b>Total</b>	<b>25</b>

In addition, a national consultant will be recruited to work with the international team leader for the duration of the assignment. The proposed methodology should take this into account (estimated total of 25 working days each for national and international consultants).

## **7. Duty Station**

The Review Team is expected to be based in Phnom Penh with some travel to the selected provinces (field visits interviews with partners, and key stakeholders). It is estimated that the Review Team needs to spend a minimum of 7 days in Phnom Penh and another 10 working days traveling to selected provinces.

The CCCA programme covers national level and 56 districts of 19 provinces of Cambodia (for the 16 grant projects which are currently operational). Thus, the Review Team needs to select sample project-site visits that ensure coverage of key sectors covered under CCCA, and key areas/climate risks. Both CCCA and the grant projects themselves have monitoring records. The Review Team will have to decide on the methodology to include these projects in the mid-term review exercise (i.e. balance between interviews, review of existing reports/data, and field visits).

Selected individual contract(s) who is expected to travel to the Country Office (CO) to undertake the assignment in the country (Cambodia) is required to undertake the Basic Security in the Field (BSIF) training (<https://dss.un.org/dssweb/WelcometoUNDSS/tabid/105/Default.aspx?returnurl=%2fdssweb%2f>) prior to travelling. CD ROMs must be made available for use in environments where access to technology poses a challenge. i

## **8. Review Team**

The Review Team will consist of the following members: 1 (One) International Consultant (Team Leader); and 1 (One) National Consultant (Team member). The National Consultant will be recruited directly by



the CCCA programme. The Team will be responsible for conducting and reporting on the review, under the guidance of and reporting to the Head of the CCCA Trust Fund Secretariat, UNDP Programme Analyst and UNDP CCCA Trust Fund Administrator.

The International Consultant: will be designated as Team Leader and will retain overall responsibilities for designing the mid-term review framework, leading the review team and assigning responsibilities in consultation with the other team members, collecting and analyzing data, and delivering the mid-term review report and other products as stated above.

## 9. **Institutional Arrangement**

The CCCA team will work closely with the review team to facilitate the process, including providing relevant documents related to the CCCA Programme for desk review, identifying stakeholders and sources of information, assisting in organizing meetings with stakeholders, assisting in arranging field visits and assisting to resolve any issues arising during the assignment period to the extent possible.

The international consultant / team leader will propose a review methodology in the proposal/inception report. At the beginning of the assignment, the detailed and final methodology shall be worked out in close consultation with UNDP and the CCCA team. In particular, the schedule and focus of field work shall be defined at this stage.

The methodology should include sampling methods for selecting stakeholders at the national and local level, and methods for assessing results stated in the results frameworks. Recommended methods include (non-exhaustive):

- ✓ Desk reviews,
- ✓ Interviews with CCCA team,
- ✓ Interviews with UNDP and CCCA donors,
- ✓ Interviews with grantees,
- ✓ Field visits to project sites,
- ✓ Key informant interviews in particular at national and local level, and
- ✓ Interviews and focus groups discussions with beneficiaries.

## 10. **Minimum Qualifications of the Individual Contractor**

<b>Education:</b>	<ul style="list-style-type: none"> <li>• Minimum of a master's degree or equivalent in natural resource management, environment, development studies or related field demonstrably relevant to the position.</li> </ul>
<b>Experience:</b>	<ul style="list-style-type: none"> <li>• At least 10 years of relevant experience, including 5 years of experience in conducting monitoring and programme review or evaluation of development projects in the field of climate change, agriculture, forestry, fisheries, rural development or related field</li> <li>• Good experience in data collection, analysis and evaluation report writing</li> <li>• Good experience in project and programme management, as well as capacity development</li> <li>• Demonstrated knowledge of climate change adaptation approaches and related monitoring and evaluation tools. Knowledge of community-based approaches will be an asset.</li> <li>• Prior experience in Cambodia or South-East Asia will be an asset</li> <li>• Previous work experience with UNDP will be an asset.</li> </ul>

<b>Competencies:</b>	<ul style="list-style-type: none"> <li>• Strong technical background and proven competency in environmental management, climate change adaptation, rural development or related areas</li> <li>• Excellent evaluation skills, including capacity to produce high quality and constructive reports</li> <li>• Excellent English report writing skills</li> <li>• Demonstrated analytical skills, ability to assess complex situations, to succinctly and clearly distill critical issues, and to draw practical conclusions</li> <li>• Demonstrated ability to work with developing country government agencies and NGOs.</li> <li>• Experience leading multi-disciplinary, multi-national teams. Ability to meet short deadlines.</li> <li>• Excellent interpersonal, coordination and planning skills. Sense of diplomacy and tact.</li> <li>• Ability and willingness to travel to provincial areas.</li> <li>• Computer literate (MS Office package).</li> </ul>
<b>Language Requirement:</b>	English Fluently
<b>Other Requirements (if any):</b>	N/A

## 11. Criteria for Evaluation

Please find below for transparency and information purposes the general criteria, which will be used in evaluating the acceptability and level of technical compliance of the candidates, as well as their corresponding weight.

Technical Evaluation Criteria	Obtainable Score
<b>Technical Evaluation Criteria</b>	
Minimum of a master's degree or equivalent in natural resource management, environment, development studies or related field demonstrably relevant to the position.	10
At least 10 years of relevant experience, including 5 years of experience in conducting monitoring and programme review or evaluation of development projects in the field of climate change, natural resources management, environment, rural development or related field	30
Experience in data collection, analysis and evaluation report writing	10
Experience in project and programme management, as well as capacity development	10
Demonstrated knowledge of climate change adaptation approaches and related monitoring and evaluation tools. Knowledge of community-based approaches will be an asset	20
Relevant country, regional and/or UNDP experience	20
<b>Total Obtainable Score:</b>	<b>100</b>

## 12. Payment Milestones

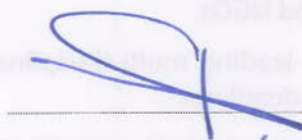


The consultant will be paid on a lump sum basis under the following installments.

1. **First Payment:** 20% of the total lump sum amount will be made upon satisfactory submission and acceptance of Deliverables 1 by 22 November 2016.
2. **Second Payment:** 40% of the total lump sum amount will be made upon satisfactory submission and acceptance of Deliverable 2 and 3 by 23 December 2016.
3. **Final Payment:** 40% of the total lump sum amount will be made upon satisfactory submission and acceptance of Deliverable 4 by 13 January 2016.

### 13. Approval

Signature:



Name:

Julien Chevillard

Title/Unit/Cluster:

UNDP CCCA Trust Fund  
Administrator

Date:

06/09/2016

<sup>i</sup> POPP: <https://intranet.undp.org/global/popp/cap/Pages/administration-of-travel-of-ic.aspx>

### 11. Criteria for Evaluation

Please find below for transparency and information purposes the general criteria, which will be used in evaluating the acceptability and level of technical competence of the candidate as well as their corresponding weight.

Obtainable Score	Technical Evaluation Criteria
10	Minimum of a master's degree or equivalent in natural resource management, environment, development studies or related field demonstrably relevant to the position.
30	At least 10 years of relevant experience including 5 years of experience in conducting monitoring and programme review or evaluation of development projects in the field of climate change, natural resource management, environment, development or related field.
10	Experience in data collection, analysis and evaluation report writing.
10	Experience in project and programme management as well as capacity development.
30	Demonstrated knowledge of climate change adaptation approaches and related monitoring and evaluation tools. Knowledge of community-based approaches will be an asset.
30	Relevant country, regional and/or UNDP experience.
100	Total Obtainable Score

### 12. Payment Milestones