

Terms of Reference: The Program Review

Post Title:	International Consultant for Program Review
Project title	Cambodia Community Based Adaptation Programme (CCBAP)
Project no	00077094
Post Level	International
Duty station	Phnom Penh, with travels to Project Sites
Duration	Maximum 20 working days during the period November 2012

1. Introduction

The Cambodia Community Based Adaptation Programme (CCBAP), funded by Sweden has an overall objective of improving community based adaptation and climate resilience in vulnerable communities in flood/drought prone provinces of Cambodia. The CCBAP started on 10 December 2010 and will end on 31 December 2013. The CCBAP has three main outputs: (1) improved necessary capacity within NGOs, CBOs and local communities to implement community adaptation measures; (2) mainstreaming of adaptation to climate change at commune level; and (3) lessons learned and good practices documented and shared to influence changes of policy and programme development. The CCBAP is being implemented under the existing established UNDP/GEF/SGP implementation infrastructure.

Since the launch of the programme in January 2011, 46 LNGOs / CBOs have been funded by CCBAP to plan and implement adaptation measures in 353 villages, 97 communes, 48 districts and 18 provinces of Cambodia. The projects of LNGOs / CBOs aimed to increase adaptive capacity of rural poor communities in locations in question by providing them access to water to improve agricultural yields, to productive assets such as finance, quality seeds, and animals, by improving agricultural techniques of rural communities, by raising awareness of rural communities and local authorities on climate change, its impacts, and adaptation measures, and by working with all concerned stakeholders to integrate adaptation measures into commune development plans to ensure sustainability.

In order to implement CCBAP-funded projects, LNGOs/CBOs have been working closely with local stakeholders and authorities such as National Committee for Disaster Management (NCDM), Provincial Department of Water Resources (PDoWRAM), Provincial Department of Environment (DoE), Provincial Department of Agriculture (PDA), and Provincial Committee for Disasters Management (PCDM).

CCBAP is now looking to hire a qualified and experienced programme review or evaluation consultant to conduct a CCBA Programme Review (PR). The overall objectives of the CCBA Programme Review are as follows:

- To review and assess the overall development progress to date, and identify opportunities and challenges in related to designs, implementation and management of the CCBA program;
- To overview of the promoting accountability and ownership for resources use, particularly on efficiency and effectiveness of programme implementation have been taken place
- To synthesize lessons that may help improve the selection, design, M&E system and implementation of remaining CCBAP interventions;
- To provide feedback or recommendation on capacity building of the LNGOs/CBOs, and climate change mainstreaming into local development plans by using its approaches of the decentralization reform.

2. Specific objectives of the Programme Review

The CCBA Programme Review has three 3 main objectives as follows:

a. Progress in implementing:

- To overview and assess the overall development progress to date in the implementation of CCBA programme for each results, in-particularly:
 - building capacity of LNGOs/CBOs and building the adaptive capacity of local community to adapt to climate change impacts, what are lessons-learned in terms of what have been most successful and why,
 - integration of adaptation activities into local development planning through using decentralization reform,
 - analyse how the lessons learnt from CCBAP can provide input into the decentralisation reform, both regarding the planning guidelines at sub-national level and the integration of climate change in the Commune Investment Plans,
 - Lessons learned and good practices documented and shared to influence policy and programme development
- Review the indicators (at outputs level) in the program logical framework and provide recommendation for improving
- Review the extent to which the planned project activities can lead to programme outputs/outcomes by end of 2013
- Review the risks and risk management (at outputs level) in the risk log have been taken actions and recommendation for alternative mitigation, if any
- Review and assess the budget expenditure and provide recommendation going forward
- Identify the key challenges the programme faced to date and assess progress in addressing these,
- To provide feedbacks and identify lessons learned, and good practices which can be used and links/aligns to the prioritize national policy and programme development;
- To identify the critical/prioritized areas and opportunities and improvement that CCBAP should focus on during the next round of funding in 2013.

b. Management arrangement:

- Overall performance of the National Steering Committee (NSC) in providing support to LNGOs/CBOs
- Review the effectiveness, and efficiency of the support provided by UNDP/SGP team to the LNGOs/CBOs partners,
- Review relationship between GEF and Sweden funding and how manage funding to LNGOs/CBOs partners.

c. System and procedure

Review and assess the management process use to implement against all three intended results of the CCBA programme (planning, financial, implementation and M&E system).

3. Scope of the Programme Review

The Programme Review (PR) team will be undertaken and focused on the scope of work as follows:

Geographic areas and timeframe:

- **Geographical areas:** 48 districts of 18 provinces of Cambodia
- **Timeframe of the Programme Review:** Maximum 20 working days during the period November to December 2012

Scope of Programme Review:

- To design a detailed programme review methodology and conduct the programme review based on review criteria as stated in the heading 'Review Criteria and Review Questions'
- To review and assess of the CCBA programme strategy and methodology being implemented that there is a right direction and given the recommendation for improving,
- To review and assess of the building capacity of LNGOs/CBOs and local communities to plan and implement community adaptation measures;
- To evaluate Commune Councils' capacity for adaptation measures to climate change at commune level by assessing their knowledge on climate change impacts, application of climatic information, engagement with local communities and local LNGOs/CBOs
- To assess the adaptive capacity of local communities to climate change impacts by looking into aspects such as access to water for agriculture, access to productive assets, increased knowledge in agriculture in the context of CC (training on agriculture), increased knowledge in climate change and adaptation, and diversified income generating activities through saving or self-help groups;
- To assess the level at which CCBAP concepts/approaches/results have influenced other national policies and/or programme development;

4. Program Review Criteria and Review Questions

- **Relevance:** to review and assess the relevance of the CCBAP's strategy, design and implementation arrangements in today's development context while also considering future challenges. This includes overall relevance of the CCBAP in the national and local context.
 - To what extent are the objectives of CCBAP still valid in the current Cambodia's development context or align with a prioritize country strategy of climate change adaptation ?
 - Are the activities and outputs of LNGOs/CBOs partners consistent with the overall objectives and goal CCBAP programme?
- **Effectiveness:** to assess how effective CCBAP is in achieving its objectives using CCBAP logical framework as a basis for programme review of the two years implementation. The PR team will also look at how the programme identify, manage and mitigate risks and provide practical recommendations concerning improving the programme effectiveness.
 - To what extent were the programme objectives achieved / are likely to be achieved by end of year 2012 or 2013
 - What were the major factors influencing the achievement or non-achievement of the objectives?
 - To what extent the NSC or SGP team have been effectiveness support the LNGOs/CBOs partners,

Results: assessment of intended results elaborated in the CCBAP Results Resource Framework (RRF) shall be conducted to measure to what extent CCBAP has achieved the stated results in the RRF. There are two levels of CCBAP results in the RRF: outputs and outcomes.

Outputs:

- ✓ to assess to what extent CCBAP has achieved tangible results as stated in the RRF benefiting local communities and how those tangible results contribute to CCBAP outcomes
- ✓ to define what the main factors are that have affected the achievement of CCBAP outputs
- ✓ To identify lessons learnt / strategies which improve cooperation among NGO partners and concerned stakeholders

Outcomes:

- ✓ to assess to what extent that CCBAP's outcomes contribute to UNDP's Country Programme Action Plan (CPAP)'s outcome 2
 - ✓ to define what the main factors are that have affected or will affect the achievement of CCBAP outcomes
 - ✓ Identify lesson learned of good practices and recommendations which can be used and shared to influence other national policy and programme development, and brought for designing the most relevant new project/programme.
- **Efficiency:** the Program Review team will assess the benefits both social and economic from the CCBAP against the budget to see how efficient the project is. The PR team will provide practical recommendation regarding how to improve the project efficiency.
 - Were activities cost-efficient?
 - Were objectives achieved on time?
 - Was CCBAP implemented in the most efficient way compared to alternatives?
 - **Impacts:** As mentioned previously CCBAP has an overall objective of improving community based adaptation and climate resilience in vulnerable communities in flood/drought prone provinces of Cambodia. It should be noted that it takes time to improve or build adaptive capacity; therefore, the PR should analyse both how adaptive capacity has been built and how it is going to be built.
 - What were the achievements of the CCBAP to date?
 - What were the changing of the livelihood/behaviour of the local communities to adaptive to climate hazard (in terms of adaptive capacity to the climate change impacts), after NGOs/CBOs CCBAP-funded projects made to the beneficiaries?
 - How many people have been benefits from the project impacts?
 - In what way are the CCBAP different from regular development projects funded by the commune budget? Make an assessment of the adaptation component
 - **Sustainability:** sustainability at the local level is forefront of CCBAP. The Programme Review will see how field activities of NGOs/CBOs partners contribute to sustainability by assessing stakeholders such as NGOs partners, commune councils, rural communities, and other local authorities.
 - To what extent will the benefits of CCBAP likely to continue after CCBAP NGOs partners' project activities end?

- What were the major factors which influenced the achievement or non-achievement of sustainability?

5. Products expected from the Programme Review

During the course of work, the PR team will be required to produce the following:

- A summary of the main tasks of an programme review methodology prior assignment to discuss with UNDP/SGP,
- Preliminary findings presented by the consultant to CCBAP's project partners and other stakeholders for comments to enhance the quality of the final programme review report
- Proposed consistent M&E approach for NGOs/CBOs partners, which will allow CCBAP team to collect data on all level of CCBAP indicators
- Identified critical/prioritised areas for further actions by UNDP SGP CCBAP in 2013
- Policy brief highlighting findings/lessons learnt/approaches which are important and can be used as inputs for other national policies or programme development
- Draft version of the review report should be circulated for comments to the NSC or project partners within 7 days after the end of the field mission. Donor will have 15 days for review comments prior to the program review official report submit to the UNDP/SGP.
- The final programme review report will be submitted to UNDP/SGP by addressing in a systematic and analytic way consolidated finding and recommendations (use the quality standard template of UNDP evaluation report).

6. Time Frame for Program Review

During the course of work, the programme review team should stick to the following timeframe:

Timeframe

Activity or product	No. of Working Day	Deadline
Desk review and detailed programme review methodology (Inception report)	1	20 November 2012
Briefing meetings (to provide the project overview, survey methodology, and overall UNDP framework)	1	21 November 2012
Field work	10	23 Nov to 03 Dec 2012
Debriefing meeting/Presentation of preliminary findings	0.5	05 Dec 2012
Draft programme review report submitted	5	07 Dec 2012
Comments/feedback from concerned stakeholders	-	11 Dec 2012
Final PR report and policy brief	1	14 Dec 2012
Comments/feedback from RBAP/Evaluation Office, HQ, if any.	-	19 Dec 2012
End of project PR report	0.5	20 Dec 2012
Proposed M&E approach for CCBAP partners	1	20 Dec 2012
Total	20 days	

7. Payment Milestones

The payment of the consultants will be made upon the delivery of each agreed output:

- 1st payment: 20% upon submission of an inception report detailing programme review methodology;
- 2nd payment: 30% after the presentation of preliminary findings is conducted;
- 3rd payment: 25% upon submission of 1st draft programme review report; and
- Final payment: 25% upon submission of the final report, policy brief and proposed M&E approach for CCBAP partners.

8. Methodology or Implementation arrangement

The consultants will propose a CCBA programme review methodology in the proposal. During the assignment- The detailed and final methodology shall be worked out in close consultation with CCBAP team after the PR team is selected for the work.

The PR methodology should include well-thought-out sampling methods for selecting NGOs partners, sampling methods for selecting beneficiaries at the local level, and methods for assessing results stated in the RRF using methods as follows:

- ✓ Desk reviews,
- ✓ Interviews with CCBAP team and National Steering Committee members,
- ✓ Interviews with UNDP senior management team,
- ✓ Interviews with NGO partners,
- ✓ Field visits to partners' project sites,
- ✓ key informant interviews at the national and local levels, and
- ✓ Interviews and focus groups discussions with beneficiaries.

SGP team will work closely with the PR team to facilitate the process, including providing relevant documents related to the CCBA programme for desk review, identified stakeholders and sources of information, assisting in organizing meetings with stakeholders, assisting in arranging field visits and identifying key issues that it is a necessary during the assignment period and assisting to resolve these whenever possible. However, the PR team will be fully independent and will retain enough flexibility to determine the best approach to collecting and analysing data for the program review.

9. Programme Review Team

The Program Review Team will consist of the following members:

- 1) Independent International Consultant (Team Leader);
- 2) National Consultant

Two Consultants, one International and one National Consultant will be responsible for conducting and reporting on the programme review, under the guidance of and reporting to CCBAP team, UNDP's Senior Management and Sweden Embassy.

The International Consultant: will be designated as Team Leader and will carry out overall responsibilities for designing program review framework, leading the PR team, collecting and analyzing data, and delivering the programme review report and other products as the above stated.

Requirement/Qualifications

International Consultant

Education	Minimum of a master's degree or equivalent in natural resource management, environment, development studies or related field demonstrably relevant to the position.
Experiences	<ul style="list-style-type: none">- At least 5 years of experiences in conducting monitoring and programme review or evaluation of development projects in the field of climate change, agriculture, forestry, fisheries, etc.- At least two years of experiences in designing M&E systems- Good experiences in data collection, analysis and programme review or evaluation report writing- Good experience in project and programme management- Experience in rural livelihood improvement through climate change adaptation knowledge- Good experiences in conducting vulnerability reduction assessment- Good experience in conducting programme review or evaluations, strong working knowledge of UNDP and GEF SGP, the civil society sector and working with national and local public authorities in the field of preservation of the environment.- Experience with UNDP SGP's project formulation, implementation and programme review or evaluation procedures is useful, but not essential. Familiarity with SGP programming and procedures, as well as its evaluation policies and guidelines, will be a useful asset.- Previous work experience with United Nations or other multilateral/bilateral development assistance agencies is a useful asset.
Competencies	<ul style="list-style-type: none">- Strong technical background and proven competency in biodiversity conservation, water management, or related areas of, climate change adaptation experiences including demonstrable expertise in project formulation, implementation and programme review or evaluation. A minimum of 10 years of relevant experience is required.- Excellence in writing programme review or evaluation reports with constructive and practical recommendations- Excellent English writing and communication skills. Demonstrated analytical skills, ability to assess complex situations, to succinctly and clearly distill critical issues, and to draw practical conclusions- Demonstrated ability to work with developing country government agencies and NGOs. Previous work experience in Southeast Asia, and ideally in Cambodia.- Experience leading multi-disciplinary, multi-national teams in high stress. Ability to meet short deadlines.- Excellent interpersonal, coordination and planning skills. Sense

	<p>of diplomacy and tact.</p> <ul style="list-style-type: none"> - Ability and willingness to travel to provincial areas. - Computer literate (MS Office package).
Language Requirement	<ul style="list-style-type: none"> - English, working knowledge of Khmer is an asset

10. Implementation Arrangements

In order to implement the CCBAP programme review, the consultants will receive support from CCBAP team. CCBAP team will provide the consultants with all necessary documents such as CCBAP project documents, quarterly and annual CCBAP reports, and NGO/CBO partners' documents. Additionally CCBAP team will assist the consultants in arranging meetings with relevant stakeholders and respondents at country office, national and sub national levels.

11. Criteria for Proposal Programme Review

As part of transparency, ToR must bear 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.

Evaluation Criteria	Obtainable Score
Technical Expertise	30 points
Relevance experiences in conducting M&E	30 points
At least 5 years of experiences in the relevant field such as climate change, forestry, fishery, community development, poverty reduction, etc.	20 points
Knowledge on relevant sector development framework of the Royal Government of Cambodia	20 points
Total score	100 points