

TERMS OF REFERENCE: CONSULTANCY TO CONDUCT INDEPENDENT MID-TERM REVIEW FOR THE CRAVE PROJECT IMPLEMENTATION

1. Project Title

Climate Resilient Agriculture in the three of the Vulnerable Extreme northern crop-growing regions (CRAVE Project)

2. Duration

Number of working days:	30 working days in 90 calendar days/3 calendar months
Contract start date:	01 October 2020
Contract end date:	31 January 2021

3. Background/Project Description

The Environmental Investment Fund of Namibia (EIF), in 2015, obtained accreditation by the Green Climate Fund (GCF) in order to access funding on behalf of the Government of the Republic of Namibia. The GCF is a unique global fund, established within the rubric of the UN Framework Convention on Climate Change (UNFCCC), as a response to climate change for investing in low-emission and climate-resilient development in eligible countries.

The said status of accreditation makes EIF eligible for accessing climate change funding from the GCF. To this end, the GCF Board, at its **14th Board meeting in 14 June 2016**, approved a full funding proposal submitted by the EIF entitled **“Climate Resilient Agriculture in the three Vulnerable Extreme Northern crop-growing regions - CRAVE”** – referenced **FP023** on GCF portfolio. The project targets small-holder crop farmers by seeking to reduce their vulnerability to climate change while building their resilience. This it intends to achieve through reducing food insecurity by enabling beneficiaries to acquire abilities to adopt conservation agriculture and climate-resilient agricultural practices to produce food, linking them with offtake markets as well as providing them with access to renewable energy.

The GCF approved the project up to the amount of USD 9,500,000 (nine million five hundred thousand USD) in the form of a grant contingent on the fulfilment of the conditions. This project design makes provision for USD 500,000 in-kind co-financing by the Namibian government while the Ministry of Agriculture, Water and Land Reform (MAWLR) implements the project, as an Executing Entity (EE), through a Subsidiary Agreement (SA) with the EIF.

While the project’s intended results and measurements, per the project logframe are outlined in the project document, these are also summarized below for ease of reference. The project seeks to benefit small-scale crop and vegetable farming communities (i.e. female and male members) Kavango West, Kavango East and Zambezi Regions initially targeting 3,000 and ultimately 12,000 small-scale farmers (SSFs). The project pursues 3 main activities:

- (i). Establishment of the Mashare Climate Resilient Agriculture Centre of Excellence (MCRACE) including the Demonstration pilots-, Fertilizer mixing plant, organic manure and guano trials
- (ii). Farmers Training and Adoption of Comprehensive Conservation Agric plus Good Agricultural Practices (GAP):
 - SSF’s horticultural pre-production & post production
 - SSF’s comprehensive conservation agriculture pre, production (rain fed/dry land crop production) & post production
 - Micro incentive-based Crop Insurance Scheme (piloting and scaling up)
- (ii). Solar Energy Technologies for adapted agricultural diversification and water pumping

The Funded Activity Agreement (FAA) for the CRAVE Project – essentially the grant agreement between EIF and GCF – requires the EIF to undertake an Interim Independent Evaluation of the project implementation at the midpoint of the project lifespan. This evaluation’s aim is to assess the progress made with the project’s implementation as well as its performance against agreed deliverables. This exercise has now fallen due for the CRAVE Project, and is scheduled to start on or before 1st October 2020.

4. Consultancy Services Sought

The EIF hereby seeks consultancy services from suitable consultants to undertake the required Interim Independent evaluation of the **CRAVE Project**. This assignment is open to both individual consultants as well as firms.

5. Objectives and Purpose of the Evaluation

The overall purpose of the envisaged review is to learn from the implementation experience and an assessment of the progress of the CRAVE Project since its inception. The evaluation will encompass progress made towards reaching the project objective measured against the planned outcome, outputs, targets and activities as outlined in the Funding Proposal and the Funded Activity Agreement. The intention is to determine the areas requiring improvement and assess the emerging opportunity areas for enhancing achievements in the work of the CRAVE Project. This will improve the project's work through identifying, disseminating, and implementing the lessons learned and recommendations from the review findings.

The specific objectives of the mid-term review are to:

- a) Determine the extent to which the CRAVE Project has effectively implemented the various components of the project.
- b) Review the project's experiences with a view to drawing out, documenting achievements or results delivered, constraints, and lessons learnt (itemized individual lessons, failed cases as well as best-practices) from implementing the CRAVE Project and recommending best adjustments to project design, strategies for the way forward;
- c) Formulate recommendations to improve performance and strengthen results-based management; and
- d) Strengthen organizational learning by sharing lessons learnt and good practices that emerged from the evaluation findings.

6. Scope and Focus of the Evaluation

The evaluation will take into consideration the evaluation criteria from the GCF IEU [TOR](#) (GCF/B.06/06) and draft GCF Evaluation Policy along with guidance provided by the [OECD DAC](#). It will encompass progress made towards reaching the project objective measured against the planned outcome, outputs, targets and activities as outlined in the Project Document and the FAA. In this process, the evaluation will further take into consideration the following criteria:

- (i). Relevance, effectiveness and efficiency of projects and programmes – aligned with *OECD DAC Relevance, Effectiveness and Efficiency criteria*; seeks to assess the appropriateness in terms of selection, implementation and achievement of FAA/ Project Document detailed logframe activities and expected results (outputs, outcomes and impacts);
- (ii). Coherence in climate finance delivery with other multilateral entities – looks at how GCF financing is additional and able to amplify other investments or de-risk and crowd-in further climate investment;
- (iii). Gender equity – ensures integration of understanding on how the impacts of climate change are differentiated by gender, the ways that behavioral changes and gender can play in delivering paradigm shift, and the role that women play in responding to climate change challenges both as agents, but also for accountability and decision-making;
- (iv). Country ownership of projects and programmes – *including concepts of OECD DAC Sustainability criteria*; examines the extent of the emphasis on sustainability post project through country ownership; on ensuring the responsiveness of the GCF investment to country needs and priorities including through the roles that countries play in projects and programmes;
- (v). Innovativeness in results areas – focuses on identification of innovations (proof of concept, multiplication effects, new models of finance, technologies, etc.) and how changes that bring about paradigm shift can contribute or be attributed to GCF investment;
- (vi). Replication and scalability – *including concepts of the OECD DAC Sustainability criteria*; assesses the extent to which the activities can be sustained post project implementation and scaled up in other locations within the country or replicated in other countries and identification what are the explicit conditions/success factors that enable the replication or scalability; and

- (vii). Unexpected results, both positive and negative – identifies the challenges and the learning, both positive and negative, that can be used by all parties (governments, stakeholders, civil society, AE, GCF, and others) to inform further implementation and future investment decision-making.

7. Specific Tasks

Working in close collaboration with and the support from the Project Support Team (PST), especially the Chief Operations Officer, and the Project Management Unit (PMU), the consultant(s) is/are expected to carry out the assessment using the following specific process:

- (i). Undertake a Desk Review of all existing materials and documentation related to the project and conduct an extensive review of all reports and documents generated thus far under the FP023 implementation. These will include, but not limited to, Project Inception Report, the Stakeholders Engagement Strategy and Gender Action Plan and Environmental and Social Safeguards Report; reports on stakeholders' engagement activities, mandatory Annual Progress Reports (APRs), Quarterly Progress Reports (QPRs), Monthly Financial Reports (MFR), monitoring reports, minutes of EIF's project oversight structures (i.e. Project Steering Committee (PSC), Technical Advisory Panel (TAP), Fund Management Committee (FMC) and Project Support Team (PST), and other internal documents. The review should also assess the project webpage content and online application system.
- (ii). Familiarize themselves with the FAA between GCF and EIF, with the SA between EIF and MAWLR, and all attachments/annexures referenced FP023, especially the funding proposal and logical framework.
- (iii). Convene an inception meeting with the PMU, EIF, EE and NDA to agree on the concept, tasks and the relevant logistical arrangements and timeframes.
- (iv). Familiarize themselves with GCF instruments outlined under section 6 above.
- (v). Select a representative sample of project beneficiaries from all 3 project regions and undertake a thorough assessment of the project's impacts on their farming activities and livelihoods as well as their experiences with the CRAVE. This process must appraise community experiences with FP023 from proposal development through to current stage of project implementation using the project cycle approach. It must also include site/field visits and key informant interviews and sampled ordinary community members/beneficiaries.
- (vi). Conduct extensive but focused consultations and/or interviews with the relevant key stakeholders. This will include, but not limited to, the Ministry of Environment, Forestry and Tourism (MEFT) (the NDA) and Ministry of Agriculture, Water and Land Reform (MAWLR) (the EE), and project oversight structures i.e. EIF's internal ones (Project Support Team (PST), Fund Management Committee (FMC), the Technical Advisory Panel (TAP) and the Project Steering Committee (PSC)).
- (vii). Conduct key informant interviews with key EIF staff members and PMU staff members.
- (viii). Present preliminary findings to EIF, EE and NDA
- (ix). Compile a comprehensive assessment report - detailing the following (not limited to) - in the format and of quality acceptable to EIF, NDA and GCF:
 - Assessment of progress with respect to project objectives.
 - Assessment of challenges, constraints and shortcomings.
 - Assessment of strengths and opportunities.
 - Assess the efficiency of the NDA, EIF and Project Management Unit towards delivering on the expected outputs and activities, in terms of quality, quantity, timelines and cost efficiency.
 - Recommendations

8. Methodology

The Interim Independent Evaluation should be aligned with the principles established in [GCF's \(draft\) Evaluation Policy](#) and pending GCF guidance on conflicts of interest in evaluation, [UNEG Code of Conduct for Evaluations](#), that include but

are not limited to: impartiality, objectivity, unbiased, independent, relevance, utility, credibility, measurability, transparency, ethics, and partnerships. The exercise should also seek to the extent possible to be inclusive and participatory, involving principal stakeholders and beneficiaries in the analysis. The consultant(s) is/are expected to apply the following approaches for data collection, analysis and triangulation of evidence for validation.

- Desk review of relevant documents including baseline studies, progress reports and any records of surveys conducted during the Project, stakeholder maps, etc.;
- Survey/Questionnaires, Focus Groups or Key informative interviews with relevant stakeholders, beneficiaries, EE's, possibly national and or local Governments, and where relevant other development partners;
- Data collection as needed (government data/records, field observation visits; CDM verifications, public expenditure reporting, GIS data, etc.) to validate evidence of results and assessments (including but not limited to: assessment of TOC, activities delivery, and results/changes occurred)

During the implementation of the contract, the Evaluator will remain independent and is expected to be objective. S/he will however be supported by EIF's Chief Operations Officer, who will provide guidance and ensure satisfactory completion of Interim Independent Evaluation deliverables. There will be coordination with the project team who will assist in connecting the Evaluator with senior management, government and development partners, beneficiaries and other relevant key stakeholders. In addition, the project team will provide key project documentation prior to fieldwork, and assist in developing a detailed programme to facilitate consultations as necessary.

The Interim Evaluation must provide evidence-based information that is credible, reliable and useful. The consultant will review all relevant sources of information including and especially those listed under Section 7(i) above.

The consultant is expected to follow a collaborative and participatory approach ensuring close engagement with the Project Team, government counterparts, and other key stakeholders. Engagement of stakeholders is vital to a successful MTR. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to executing agencies, senior officials and task team/ component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc. Additionally, the MTR consultant is expected to conduct field missions. The final MTR report should describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review

9. Expected Outputs and Deliverables

The consultant is expected to deliver the following outputs:

- (i). Inception report or work plan within **5 days** of award: The consultant will submit an Inception Report to EIF within five days of the commencement of assignment on proposed evaluation methodology, work plan and structure of the report. This would be a guide of his/her understanding of the assignment and how to go about it.
- (ii). Draft Interim Evaluation report for PMU, EIF, NDA and PSC inputs (**within 6 weeks**): The consultant will present a draft evaluation report for review by EIF **within three (3) weeks** after commencement of the assignment. This will be presented at a debriefing meeting. A soft copy version is to be submitted to EIF **two (2) weeks after** mission is undertaken to Namibia.
- (iii). Submit a concise PowerPoint presentation (not exceeding 20 slides) with the review process, findings and recommendations (**within 3 weeks**).
- (iv). Final Interim Evaluation report, including a 2-3 page executive summary, a set of limited and strategic recommendations (not to exceed 10 recommendations total), and response addressing issues raised during presentation of draft (**within 1 month**). The said report should have the following structure:
 - Executive Summary;
 - Introduction (including context, scope, methodology);

- Key Strategic Findings and Conclusions: Where relevant and possible, specifically outline role, impact and issues in project assistance/implementation;
- Recommendations (corrective actions for on-going or future work and where relevant if major changes are considered necessary to ensure delivery of expected results as per the FAA with the GCF);
- Summary review matrix/project RRF and achievement by objectives and outputs (triangulated with evidence and data);
- Annexes (mission reports, list of interviewees, list of documents reviewed, data sources used, etc.);

An updated version of the PowerPoint presentation must be submitted with final report.

(v). Lead a validation meeting for the Interim Independent Evaluation of the Final Report.

10. Duration of the Work and Management Arrangements

The detailed schedule of the evaluation and length of the assignment will be discussed with the successful consultant prior to the assignment. The estimated duration of the consultants' assignment is up to 30 working days within 90 calendar days: Desk review and inception (5 days within one month); Field Work and Preliminary Report (17 days within 1.5 months); Final Report (5 days within one month).

	Output	Timeline	% of payment	Target date
1	Inception report on proposed Interim Independent evaluation methodology, work plan, interview list, and proposed structure of the report	Within 5 days of contracting	20%	09/10/2020
2	A draft preliminary Interim Independent Evaluation Report and presentation, to be presented at a debriefing meeting	Within 6 weeks of contracting.	30%	20/11/2020
3	Validation meeting	Within 4 weeks (30 calendar days/1 calendar month) of completion date.	20%	18/12/2020
4	Final Interim Independent Evaluation Report	Within 15 working days after receipt of comments on the draft report	30%	12/01/2021
TOTAL:			100%	

11. Qualifications

a) Competencies:

- Good planning, organising and managing skills;
- Problem-solving and decision-making;
- Good communication skills and ability to give oral and written reports;
- Ability to interpret and analyse the collected data

b) Qualifications and Professional Experience

To implement this assignment, the consultant(s) should have the following qualifications, proven experience and expertise:

- Minimum of Master's degree in Project Management, Agriculture, Natural Resource Management, Climate Change, Environmental Management or equivalent. This must apply at least to the team leader of a consultancy team.
- Minimum of ten (10) years' consulting experience national/regional in sustainable agriculture, forest management and conservation, natural resources policies and governance, biodiversity and climate change mitigation and adaptation. This must apply at least to the team leader of a consultancy team.

- Demonstrated previous experience of project implementation review and evaluation of technical projects utilizing a result-based management methodology – at least 5 projects of comparable type.
- Demonstrated subject matter expertise in climate change adaptation.
- Ability to assess complex scenarios and situations in order to succinctly and clearly distil critical issues and draw well supported conclusions.
- An ability to assess policy and governance framework and institutional capacity;
- Understanding of governance, political, economic and institutional issues associated with climate change.
- Familiarity with GCF frameworks and strategies.
- Knowledge of Namibia’s crop farming sector will be an advantage.
- English proficiency, both in writing and speaking.

12. Application Process and Criteria for Selection

a) Proposal Submission Requirements

- **Technical proposal** not exceeding 10 pages in length with the proposed approach and activities to be taken for the implementation and management of the assignment, including an operational work plan with timelines.
- **Credentials.** The technical proposal must outline the credentials, experience and expertise of the consultants and demonstrate how these meet the requirements outlined under section 11 above.
- **Financial offer/budget** including breakdown of costs.

b) Submission Guide

- Comprehensive CVs and proof of similar work must be provided.
- Bidders are required to include an activity-based budget breakdown.

c) Deadline for Submission

- Friday, 04 September 2020, time: 11H00AM

Contact Persons:

Mr. Joseph Elagon – Procurement

Mr. Karl M. Aribeb (Chief Operations Officer) and Ms. Mkwetu Mweutota (Project Manager) - Technical