

FINAL EVALUATION OF SWEDISH SUPPORT TO PAN AFRICA CLIMATE JUSTICE ALLIANCE (PACJA)

TERMS OF REFERENCE



DATE: JANUARY 25 2025

1. BACKGROUND

The Swedish International Development Cooperation Agency (Sida) provided financial core support to the Pan African Climate Justice Alliance (PACJA) within the framework of the Swedish Regional Strategy for Africa since 2012. PACJA is a continental coalition of civil society organizations in the African continent, brought together by a common goal of promoting and advocating for climate-friendly and equity-based development. Pursuant to continued Partnership between PACJA and Government of Sweden through Sida, and Swedish Government's regional strategy as well as PACJA's strategic plan 2021 – 2025, the Alliance submitted another Project proposal entitled, "Galvanizing and Unifying Africa's Action for Resilient Development in the era of the Pandemic (Guard-Africa) which is a three-year project commencing January 2022 to December 2024. This project builds on the effort to entrench civil society as a central pillar in NDCs implementation in countries, intergovernmental processes and regionally.

Guard-Africa aims to be a transformative catalyst in Africa's conversations on NDCs and overall climate action drawing from its convening power and grassroots mobilization, through bottom-up, Community-driven policy choices. The project aims to enhance the capacity of Designated National Platforms (DNPs) as central pillars of climate action at the national level to influence global, and regional institutions towards the fulfilment of Climate change commitments including the Paris Agreement, the NDCs and ongoing initiatives in Africa, particularly under the ClimDev Initiative. It is also supporting DNPs and dedicated Initiatives to contribute to other related processes such as the African Ministerial Conference on Environment (AMCEN), the RECs' climate Strategy and policy processes; and frameworks and strategies to address national climate change challenges by various countries.

Project Goal: African civil society is mobilized and empowered to secure environmental and climate justice for all peoples in Africa.

Project outcomes:

- ✦ **Outcome 1:** National, Sub-regional and Regional Policies, Plans and Programmes are influenced by evidence-based CSO narratives, policy analyses and advice.
- ✦ **Outcome 2:** Accountable national governments and private sector institutions that uphold Business and Human Rights principles including implementation of NDCs in line with the Paris Agreement
- ✦ **Outcome 3:** Public awareness is raised and African CSOs are mobilized and empowered to engage in post-Paris climate change dialogues and response strategies in the context of SDGs.
- ✦ **Outcome 4:** Enhanced capacity of PACJA organs, national platforms and dedicated sector-based initiatives to be effective catalysts for galvanization of action for resilient development in Africa.

According to the Agreement between Sida and PACJA, Sida is to carry out a Final evaluation of the Swedish financial support, the organisation and its operations. PACJA, their member organisations, and Sida are the main stakeholders of the evaluation. Other donors will be consulted in the process where necessary in order to create synergies and provide input to the process.

2. FINAL REVIEW PURPOSE AND OBJECTIVE

This end of project evaluation focuses on the entire implementation period (2022-2024). The evaluation is forward looking and will capture effectively lessons learned and provide information on the nature, extent and where possible, the potential impact and sustainability of the project. The evaluation will assess the project design, scope, implementation status and the capacity to achieve the project objectives. It will collate and analyse lessons learned, challenges faced, and best practices obtained during implementation which will inform the programming strategy in the next programming phase 2025-2027 in response to Sida's priorities.

The emphasis on learning lessons speaks to the issue of understanding what has and what has not worked as a guide for future planning. It will assess the performance of the project against planned results. The evaluation will assess the preliminary indications of potential impact and sustainability of results including the contribution to capacity development and achievement of sustainable development goals. The results of the evaluation will draw lessons that will inform the key stakeholders of this evaluation who are members and partners of PACJA, the PACJA Secretariat and Sida. The evaluation will generate knowledge from the implementation of the project by the Designated National Platforms (DNPs) in collaboration with PACJA; and reflect on challenges; and lessons learnt and propose actionable recommendations for future programming.

3. SCOPE AND FOCUS OF THE EVALUATION

3.1. Scope

This end-of-project evaluation will assess the effectiveness of the implementation strategy and the results. This will include the implementation modalities, roles, and responsibilities of implementers (DNPs, PACJA secretariat, and PACJA's partner organisations), the interventions, coordination, partnership arrangements, institutional strengthening, beneficiary participation, replication, and sustainability of the programme. The evaluation will include a review of the project design and assumptions made at the beginning of the project development process. Project management including the implementation strategies; and project activities. It will assess the extent to which the project results have been achieved, partnerships established, capacities built, and how cross-cutting issues of mainstreaming gender, human rights and conflict sensitivity have been addressed. It will also assess whether the project implementation strategy has been optimum and recommend areas for improvement and learning.

3.2. The Evaluation Questions

The following key questions will guide the end of the project evaluation.

Relevance

- ▶ How has PACJA addressed the needs and priorities in relation to climate change and natural resources of the member organizations?
- ▶ How have the perspectives on adaptation and mitigation of civil society been addressed and integrated into national and regional policy formulation and implementation at regional and/ or national levels?

Efficiency

- ▶ How has PACJA operated as a coordinating organisation? Has the Secretariat's capacity and resources been favourable for smooth operations according to PACJA's mandate and expected results?
- ▶ How has the quality of personnel and other resources performed in relation to the implementation of PACJA's strategic plan, overall management, project follow-ups, monitoring and reporting?
- ▶ How has Sweden's role as a financing partner been in terms of efficiency? What has worked well? What aspects may be improved?
- ▶ What are the key lessons learnt from the implementation of the project?
- ▶ Has the organisation sufficiently improved her capacity and efficiency in the attainment of her vision, mission and objectives? Have there been any major deviations in implementation?
- ▶ What are the emerging risks and challenges in relation to the results framework and general implementation?

Effectiveness

- ▶ To what extent has the capacity building of selected national/regional platforms contributed to the delivery of expected results in terms of skills development and operations?
- ▶ Has PACJA succeeded in building capacities and coordinating with civil society and other relevant partners working on climate change? (With a focus on the specific regional/national priorities and needs)
- ▶ How has the intervention contributed to policy elaboration and implementation within the continent with a specific focus on sub-regional and national priorities and needs?
- ▶ To what extent have international climate policies/strategies responsive to African realities and concerns been attained and implemented?
- ▶ To what extent has PACJA contributed to empowering African CSOs to hold their governments accountable for the domestication of UNFCCC agreements and decisions?
- ▶ How has PACJA's monitoring system generally performed in terms of capturing progress at objective and results levels?

Impact

- ▶ What key impacts has the project created in the respective countries of operation? Has PACJA worked as an important catalyst in the Regional and sub-regional platform for discussions on climate change within the continent? How has the project influenced PACJA's position in the climate governance space and how it relates with its partner organisations?

Sustainability

- ▶ Is PACJA sustainable in terms of finances, institutional capacity, implementation of the strategic plan, regional/national platforms etc.?
- ▶ Does the organisation have a feasible exit phase for the Swedish support?

Co-ordination and coherence

- ▶ How effective and intense has the coordination between PACJA, partner organisations, the REC and multilateral organisations been in relation to the work on climate change?
- ▶ Has coherence among different actors and initiatives been achieved?
- ▶ How has the organisation succeeded in working with the regional organisations and the other regional institutions in the region?
- ▶ How has PACJA performed in terms of implementing an efficient framework for donor harmonisation in relation to reporting, enhancing cost efficiency and harmonization of plans and activities for maximum impact?

- ▶ How has it worked between the Swedish support and those from other donors?

Stakeholder involvement

- ▶ To what extent has PACJA involved stakeholders in its operations in the region?
- ▶ Has the PACJA been able to establish long-term sustainable networks within the policy-making arena?
- ▶ To what extent has PACJA involved strategic partners such as civil society, private sector, academia, media, and parliamentarians in the discussion and its work?
- ▶ Has PACJA through her networks been able to collaborate and promote CSOs that act as watchdogs in their respective area of work?

Cross-cutting issues

- ▶ How has PACJA addressed cross-cutting issues within the environment/climate change sector, such as gender, governance, health and human rights?
- ▶ Are there particular cross-cutting issues that any future collaboration between Sweden and PACJA in the area of climate change should put enhanced focus on?
- ▶ How has PACJA integrated the various African sub-regional diversities (e.g. politics, culture, language)? What are the gaps and how can they be addressed going into the future?

The evaluation should effectively: -

- ▶ Provide an independent assessment of the performance of PACJA against the objectives of the project, based on analysis applying the Results Based Management approach.
- ▶ Report and recommend any risks and their impacts.
- ▶ Provide recommendations on how activity planning, reporting, and monitoring procedures had worked in relation to Results Based Management.

4. METHODOLOGY FOR EVALUATION

The End of Project evaluation will be carried out in accordance with PACJA's Evaluation norms and standards of evaluation and ethical standards as well as OECD/DAC evaluation principles and guidelines and in full compliance with the DAC Evaluation Quality Standards (206). This is a summative evaluation involving qualitative and quantitative methods to evaluate the support to "GUARD – AFRICA GALVANIZING AND UNIFYING AFRICA'S ACTION FOR RESILIENT DEVELOPMENT IN THE POST OF THE PANDEMIC" implementation and performance and to make recommendations for the next programming cycle which is expected to have a component of an exit strategy.

4.1. Data Collection

The End of Project Evaluation will be carried out through a wide participation of all relevant stakeholders including the DNPs, PACJA secretariat, and PACJA's partner organisations. Field visits to selected DNPs; and briefing and debriefing sessions with the Embassy of Sweden in Addis Ababa and PACJA Secretariat are envisaged. Data collected should be disaggregated (by sex, age, and location), where possible. To use existing sources/information and avoid duplication, data will be mainly collected from various information sources through a desk review that will include the comprehensive desk review and analysis of relevant documents, information, data/statistics, triangulation of different reports, etc. Data will also be collected from stakeholders' key informants through interviews, discussions, consultative processes, and observations in field missions. This phase will be comprised of:

- ▶ Review and analysis of relevant documents including project documents & reports, recent studies and research reports, developmental and social reports,
- ▶ Critical analysis of available data with regards to tools developed and their use if any.
- ▶ The End of Project Evaluation will benefit from and use optimally the data collected through the interviews with project beneficiaries and target groups.

4.2. Basic Documents for Desk Review

The End of Project Evaluation will take cognisance of the GUARD AFRICA Annual Progress Reports and external Audit Reports, The End of Project Evaluation should also consider the lessons learned from the DNPs in the context of response to the national climate objectives (project relevance) and creating a common, coherent, and results-oriented strategy for the successor project.

5. IMPLEMENTATION TIMELINES

Activity	Deliverable	Time allocated
Evaluation design, methodology and detailed work plan	Inception report	10 days
Inception Meeting Initial briefing		
Documents review and stakeholder consultations	Desk review report	10 days
Field Visits	Draft report	10 days
Data analysis, debriefing, and presentation of draft Evaluation Report		10 days
Validation Workshop (if planned)	Draft Final Report	5 days
Finalization of Evaluation report incorporating additions and comments provided by all stakeholders and submission to PACJA	Final Report	5 days

6. EXPECTED DELIVERABLES

The following deliverables are expected.

6.1. Inception report

The Evaluator will prepare an inception report which details the evaluator's understanding of the evaluation and how the evaluation questions will be addressed. This is to ensure that the evaluator, PACJA and the Embassy of Sweden in Addis Ababa have a shared understanding of the evaluation. The inception report will include the evaluation matrix summarizing the evaluation design, methodology, evaluation questions, data sources and collection analysis tool for each data source and the measure by which each question will be evaluated. The report will include the scope of work, work plan, and time frame. The inception report should include a proposed schedule of tasks, activities, and deliverables, with clear responsibilities for each task or product. The inception report will be discussed and agreed upon with all stakeholders.

6.2. Draft Evaluation Report

The Evaluator will prepare an End of Project Evaluation Report, cognizant of the proposed format of the report and checklist used for the assessment of the valuation report and the report will be submitted to PACJA for review and comments. PACJA will distribute it to a select number of stakeholders for review and comments. Comments from the stakeholders will be provided within 10 days after the reception of the Draft Report. The report will be reviewed to ensure that the evaluation meets the required quality criteria. The report should provide options for strategy and policy as well as recommendations. PACJA is responsible for ensuring timely arrangements for the review and validation of the evaluation report.

6.3. 6.3 The final report (maximum 30 pages):

This will be submitted in 10 days and will include comments from the validation. The content and the structure of the final analytical report with findings, recommendations and lessons learnt covering the scope of the evaluation should meet the requirements of PACJA's M & E Policy. The final report shall not exceed 30 pages (excluding Annexes) and should include the following:

- ▶ Executive summary (1-2 pages)
- ▶ Introduction (1 page)
- ▶ Description of the evaluation methodology (3 pages)
- ▶ Situational analysis about the outcome, outputs, and partnership strategy (5-7 pages)
- ▶ Analysis of opportunities to provide guidance for future programming (3 -5 pages)
- ▶ Key findings, including best practices and lessons learned (5 -10 pages)
- ▶ Conclusion and recommendations (4-5 pages)

- ▶ Appendices: charts, ToR, field visits, people interviewed, documents reviewed
- ▶ All reports shall be written in the English language.

7. SCOPE OF PRICE PROPOSAL AND SCHEDULE OF PAYMENTS

The consultant shall be paid the consultancy fee upon completion of the following milestones.

- ▶ 30% after the adoption of the inception report
- ▶ 40% after the presentation of the draft report
- ▶ 30% after the approval of the final report

The consultancy fee will be paid as a Lump Sum Amount (all-inclusive of expenses related to the consultancy). The contract price will be fixed regardless of changes in the cost components.

8. QUALIFICATION OF THE CONSULTANT DEMO VERSION

Apart from including extensive and advanced evaluation expertise, the evaluation team for this assignment should demonstrate that they have deep knowledge about climate change and regional integration in Africa.

The consultant/s should have expertise in Climate change, communication/advocacy, and formulation, monitoring and evaluation of development programs. It is an asset if the consultant has worked at the regional level with CSOs in Africa and or other developing countries. It is important that the professional/s have knowledge about the socio-political and cultural context in Africa. Other issues that will be considered include familiarity with Sida, development strategies and experience in rights-based approaches. The consultant/s should be fluent in English and must have experience and capacity to work in an international setup.

9. TIME FRAME

The consultancy service is scheduled to begin immediately upon the signing of the contract. The entire project is expected to be completed within 50 person days from the commencement date. The consultant's timetable will at least include the following activities:

- ▶ Meeting with the PACJA staff to discuss on the approach and evaluation methodology.
- ▶ Development of the evaluation design matrix, refining of the study methodology, sampling tools and strategy
- ▶ Development of evaluation instruments/tools (questionnaires, interview guidelines, etc.).
- ▶ Site visits, observations and meetings/focus groups and interviews with the stakeholders

(according to the sample strategy)

- ▶ Data collection and analysis
- ▶ Presentation of findings
- ▶ Preparation of the draft report and presentation materials
- ▶ Incorporation of comments and finalization of the report

10. PERUSAL AND EVALUATION OF OFFERS

The offers will be sorted at the PACJA secretariat based in Nairobi, Kenya. An evaluation committee will be tasked to assess the eligible offers. The choice will be based on technical capacity. The final choice will be made considering the budget available for this exercise.

11. RESERVE ON CANCELLING THE BID

The present invitation to bid can be cancelled due to the conditions below:

- ▶ There has not been enough competition.
- ▶ No offer meeting the requirements of the invitation to bid has been received.
- ▶ The offers accepted at the time of the perusal by far exceeded the available budget.

12. CONDITIONS FOR CARRYING OUT MANDATE

- ▶ The service will be subject to a contract and will be added as an appendix to the present ToR and the offer shall be validated.
- ▶ The study consultant will take up all the tax obligations related to its status of consultancy.
- ▶ The consultant will comply with PACJA's management procedures while performing the services, subject to this offer of consultancy.

13. OFFERS FROM THE CONSULTANT

- ▶ A letter of bid duly signed.
- ▶ A technical proposal (maximum 20 pages) that details:
 - ◆ A general profile of the consultant/firm.
 - ◆ The applicant's understanding of the TOR (technical understanding of the assignment, methodology, timeline, and budget).
 - ◆ Suggested detailed methodology.
 - ◆ Work plan

- ◆ Experience with similar previous assignments indicating field of specialization and references.
- ◆ In annex: sample reports of similar assignments which will be treated confidentially.
- ◆ In annex: CV of all members of the evaluation team (if any) & possible track record
- ▶ A financial proposal showing the total cost (in USD), professional fees and reimbursable expenses (e.g., travel costs, fieldwork, materials, etc.). The financial proposal must cover all costs associated with this assignment. Costs incurred outside the terms agreed in the financial proposal and final contract will not be reimbursed. The offer will also state the details of the amount not including taxes and including all taxes. Any special exemption should be clearly stated.

14. REPORTING LINE AND PACJA'S ROLE

The Consultant will report to **Ann Makena, Procurement Manager**. A day-to-day guidance will be given by **Charles Mwangi, Head of Programs**, who will be the technical Focal Person for this task.

PACJA will provide the following to ensure the smooth implementation of the assignment.

- ▶ Pay the consultancy fee according to the contract payment schedule.
- ▶ Provide the required internal documents for review by the consultant.
- ▶ Monitor the quality of the progress of the assignment.
- ▶ Facilitate the communication of the consultant with DNPs and other stakeholders.
- ▶ Provide timely feedback to all reports submitted by the consultant.

The Consultant shall immediately inform PACJA should unforeseen circumstances prevent the evaluator from pursuing the evaluation as planned. Any other questions or queries with respect to the Assignment may also be put to ann.kobia@pacja.org copying fathiya@pacja.org and charles.mwangi@pacja.org

15. HOW TO APPLY

Interested Individual Consultants are invited to submit their application to the following addresses:

Attn: PACJA Continental Secretariat,

P. O. Box 51005, J13

Kabarnet Road, Off Ngong Road Kibera. 00200 Nairobi, Kenya

Phone: +254 20 8075808

E-mail : info@pacja.org, ann.kobia@pacja.org

CC to: fathiya@pacja.org and charles.mwangi@pacja.org

All applications should be submitted by 31st /01/2025

16. REFERENCES

The following documentation will be made available to the successful Consultant:

- ▶ Narrative reports
- ▶ Financial reports
- ▶ Audit reports
- ▶ The Agreement between Sida and PACJA (2022-2024)
- ▶ The Swedish Regional Strategy for Africa
- ▶ The Strategy for PACJA (2021-2025)
- ▶ The Constitution of PACJA
- ▶ The Programme Document and RFA
- ▶ Sida's Template for Evaluation Reports
- ▶ Sida's Template for Management Response for Evaluation
- ▶ DAC Evaluation Quality Standards (206)



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