Terms of reference for the Africa Climate Change Resilience Alliance Programme (ACCRA) final evaluation

CONSULTANCY OVERVIEW

The Africa Climate Change Resilience Alliance Programme (ACCRA) has been running for six years (November 2009 – March 2016) and has been funded by DFID CHASE PPA funds. It is implemented by a consortium made up of Oxfam Great Britain (Oxfam GB), the Overseas Development Institute (ODI), Save the Children, CARE International and World Vision International. International Institute for Environment and Development (IIED) is a collaborating partner.

ACCRA is a multi-country programme with projects implemented in three countries - Mozambique, Uganda and Ethiopia and a regional and global presence where it shares learning to influence climate resilience policy and practice.

Oxfam GB is looking for an external evaluation team to carry out a final evaluation of the ACCRA, covering the period from November 2011 to March 2016 (the second phase of the programme). In conducting this summative and formative evaluation we want to document and learn more about what ACCRA has achieved, the effectiveness of its partnership model and what ACCRA needs to keep and needs to change to achieve its next level of ambition. We expect lessons learned and recommendation to enhance ACCRA's approach to change and broaden its partnership and funding base for a third phase.

PROGRAMME SUMMARY

For over six years ACCRA has enhanced gender-responsive climate resilience by improving governance and planning processes through a multi-sector collaborative process that combines research, knowledge and learning, stakeholder skills enhancement, and partnership working. In Ethiopia, Uganda and Mozambique, ACCRA has developed trusted relationships with decision makers and champions of people-centered climate resilience in national governments and civil society organizations. Its approach of working within, rather than outside of national systems has enabled ACCRA to bring about sustainable change at a bigger, system-wide scale that is owned by civil society and governments.

ACCRA's Theory of Change

ACCRA's theory of change features four interrelated components:

- **Research and learning:** By engaging with communities and local and national governments, ACRRA generates context specific and relevant evidence that is grounded in the needs and knowledge of women and men, boys and girls. ACCRA's research establishes credibility for ACCRA's actions within both policy and research spheres and supports decision-makers at different levels to address complex issues that respond to the real needs of communities.

- **Building vertical and horizontal connections:** ACCRA's long-term approach to policy engagement is based on developing responsive and trusting relationships with champions in government and civil society organisations treating them as core partners rather than simply targets or recipients. ACCRA facilitates connections of hard to reach communities to their central governments for inclusive planning.

- **Enhancing skills and knowledge:** ACCRA develops tailored training and capacity enhancement initiatives in response to government and civil society capacity needs. By being an enabling partner, ACCRA develops trust and motivation within government and civil society partners to adopt new approaches and ways of working including accountability mechanisms that enable government commitments to be transparent to communities.

- **Building alliances and collaborations:** ACCRA believes that development challenges such as climate change can only be addressed by an open and collaborative approach. Therefore ACCRA is an alliance of Oxfam GB, the Overseas Development Institute (ODI), Save the Children, CARE International and World Vision International which pro-actively builds and engages with networks, sharing its learning and tools at international, regional and national events, and supporting champions of change whilst modeling leadership for long-term transformative change.

Unlike many climate change adaptation programmes, ACCRA does not adopt or promote a community or ecosystem based model of climate change adaptation. Instead it has focused on enhancing governance and planning processes so they integrate community-driven gender sensitive and people-centered climate change adaptation and risk management. In most cases, ACCRA deliberately positions itself as an 'invisible partner' so that outputs such as national policy briefs and case studies are fully owned by the national partner. This supports capacity development and drives ongoing collaboration and sustainability but may limit ACCRA's visibility and access to influencing opportunities, partners and funds.

ACCRA's journey

The first phase of ACCRA ran for 2 years from November 2009 to November 2011. Its initial aim was to increase governments' and development actors' use of evidence in designing and implementing interventions that increase community capacity to adapt to climate hazards, variability and change.

The programme was organised around these components: research and developing the research framework which became the local adaptive capacity (LAC) framework, capacity-building of Alliance members and working and learning with others.

The first phase was evaluated by Owl RE, a Swiss-based consultancy firm in December 2011. See the Executive Summary:
http://community.eldis.org/.5acc57dd/ACCRA_Executive_Summary.pdf and Full Report:
https://www.dropbox.com/s/8oewbijvwsymxxt/Independent%20evaluation.pdf?dl=0.

The second phase started in November 2011 until April 2014 until recently extended to March 2016. The whole second phase is the period to be covered by this evaluation process. During its second phase, the programme was organised around these **three components**: research, capacity building and influencing:

- **Research** is lead by ODI and guided by the Local Adaptive Capacity Framework developed in phase 1. It has focused on one dimension of the framework 'flexible forward looking decision-making' resulting in the development of the Resilience Game and publications on adaptive capacity and flexible forward looking decision-making some of which have been quoted in the IPPCC's 5th Assessment Report on Adaptation.

- **Capacity building and partnership working** – in each country ACCRA has developed trusted partnerships with national, local and/or district level state institutions and individuals and has designed and implemented capacity-building activities to support the integration of people-centred climate change adaptation and risk management into various government planning processes. ACCRA has also developed relationships with civil society groups and networks and conducted training sessions for civil society organisations.

- **Influencing and advocacy** – in addition to national level influencing achieved through partnership working and capacity building, ACCRA aims to shape adaptation policy and practice through research aimed at influencing NGOs and donors and

through participation in regional and global processes e.g. supporting national representation at the UNFCCC Paris COP.

The specific objectives for ACCRA phase 2 include:

1. Incorporate community-driven adaptive capacity initiatives into local government planning drawing on the phase I research results and the Local Adaptive Capacity Framework (LAC) including by capacity at local level (Distict, Woreda).

2. Influence and inform governance processes and policy decisions so they are community-driven, participative, gender-sensitive and enhance adaptive capacity including through research, stakeholder engagement and capacity building.

3. Enhance the capacity of civil society networks through capacity building to support community driven adaptation planning processes.

4. Promote learning including through the production and communication of training materials, research outcomes and learning aimed at improving the policy and practice of the participating non government and government agencies, and their regional and global networks (including the consortium).

The extension (April 2014- March 2016) is focused on the following objectives:
1. Continuing to enhance planning processes within the three country programmes.
2. Engagement with civil society networks to enhance their capacity and knowledge on climate resilience and how to engage more with their governments.
3. Capture learning from the country and global levels of the programme and communicate it nationally, regionally and globally including through this evaluation.
4. Achieving funding for a third phrase of ACCRA which capitalizes on ACCRA's competencies, connections, learning and experience.

In late 2015 Oxfam GB consulted with Alliance members to propose designs for a third phase for ACCRA. This consultancy confirmed the wish of Alliance members to continue and scale-up ACCRA. It also identified the need to develop a stronger evidence base of ACCRA's model, results and achievements. This evaluation is expected to do this by gathering evidence of <u>WHAT</u> ACCRA has changed and contributed to change (e.g. adaptive governance, policy change, enhanced planning processes, enhanced capacity, networks, relationships and trust, enhanced thinking on adaptation and adaptive capacity, new behaviours and ways of working) <u>and HOW</u> it has done this (e.g. through relationship building, partnership working, capacity building, technical support, research, etc.).

Program documents are available on Dropbox:

SCOPE OF THE EVALUATION

The evaluation will cover the three countries where ACCRA has implemented activities (Uganda, Mozambique and Ethiopia) and will also cover the supranational dimension of the ACCRA as a multi-country programme.

The timeframe covered by this evaluation process will be from November 2011 to March 2016.

EVALUATION OBJECTIVES

1. Document and systematise ACCRA's approach, its outputs and observable outcomes at national and supranational levels.

2. Provide an evidence base that substantiates ACCRA's approach and impact and that enables ACCRA, Oxfam and DFID to reflect on and learn from ACCRA's approach and strategies and their effectiveness.

3. Obtain recommendations to improve the effectiveness of ACCRA's approach, and effectiveness of the consortium, particularly around:
   - The added value and limitations of the consortium structure
   - How the consortium provides strategic steer and technical support to country programmes and ACCRA as a whole

EVALUATION DIMENSIONS

The evaluation is envisaged to be articulated and delivered around four different but interconnected dimensions.

a) **Design and Theory of Change (ToC)**: The evaluation will be expected to critically review ACCRA's ToC and programme logic to assess how the initial design has evolved over time, and flesh out the pathways to change that ACCRA has actually

followed in order to produce change. This evaluation is expected to tell stories of how ACCRA as a whole and at national level has been able to successfully create (or not) a process that enables community driven climate change planning processes, policy and adaptive governance.

b) **Output level results**: the programme has had a light touch monitoring system, so part of this consultancy will focus on identifying and documenting what ACCRA has done, providing a detailed summary of the key change processes ACCRA has engaged in, stakeholders worked with and events and products delivered.

c) **The consortium and the process**: building up from the revision (and potential reconstruction) of the programme's ToC, the evaluation will look at how the internal governance of the consortium and the ways of working with the partners, assessing what has worked and what hasn't to achieve the desired changes.

d) **Outcome and impact level results**: the evaluation will also assess what desired changes at outcome level have been observed and to what extent ACCRA has contributed to them. To help with this, the evaluation will zoom-in into the project implemented in Ethiopia to undertake a rigorous impact assessment that will allow the evaluation to establish casual inference and make plausible claims of contribution to the observed results.

EVALUATION QUESTIONS

The following evaluation questions have been identified to guide the evaluation design, but during the inception phase the evaluation team is expected to work with the programme team and relevant stakeholders to refine them.

Design

1. What is ACCRA's theory of change at global and national levels and how well do the national ToCs contribute to the overarching ToC?
2. How well are ACCRA's strategies formulated, articulated and interconnected?
3. What have been the strengths and weaknesses of the current consortium arrangement and of the staffing model?
4. What external factors have affected the progrmame and how well has ACCRA been able to adapt to, capitalise from or mitigate the effects of such factors?
5. Is ACCRA good 'value for money'?

Outputs

6. What key events and products have been delivered under ACCRA?

7. What learning has ACCRA generated about influencing to change attitudes, behaviours, relationships, practices and policy?

Process

9. What country level policy change processes has ACCRA engaged in?

10. How many and what type of stakeholders has ACCRA engaged with and what has it achieved through these relationships?

11. What type of national civil society organisations and networks has ACCRA's engaged with and what has it achieved? What has it learnt through its engagement?

12. What is the level of partners' satisfaction with ACCRA's implementation and results?

13. How well has ACCRA documented and communicated the learning it has generated?

14. How has the learning been used? By whom? How could it have been captured and used better?

Outcome/Impact

15. To what extent has the government adapted institutions, budget allocations and/or designed, and implementation policies and programmes to increase the adaptive capacity of vulnerable citizens? And to what extent can it be evidenced that ACCRA has contributed to those changes? (Ethiopia)[1]

16. What are ACCRA's key achievements? What changes in attitudes, behaviours, relationships, practices and policy has ACCRA influenced? (All countries)

17. To what extent has ACCRA influenced climate change adaptation policy and practice within the Alliance members and other global actors and organisations? (Global/Supranational)

18. Are there signs of replication or uptake of ACCRA's model in non-intervention areas (Scale up)?

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[1] Oxfam GB has extensively used Process Tracing in evaluations of policy influencing work, but it is also possible to use other evaluation approaches that allow to infer causality between the programme activities and the observed outcomes

EXPECTED DELIVERABLES

1. Evaluation inception report or evaluation plan that will need to be approved before moving on to the next phase

2. Brief progress report from the field work

3. A detailed summary of the main change processes ACCRA has engaged in, stakeholders worked with key events and products delivered under ACCRA (summary of outputs + beneficiaries).

4. Evaluation draft report for comments, including the impact evaluation for the project in Ethiopia

5. Final evaluation report of publishable quality, including an executive summary

6. Two case studies on "stories of change" that illustrate some examples of how ACCRA works at the country level with partners to bring about changes in attitudes, behaviours, relationships, practices and policy (Uganda and Mozambique)

7. Two short PowerPoint (up to 10 slides each) of evaluation findings and recommendations (one for the entire programme, one for the Ethiopia impact evaluation)

Proposed case studies (to be discussed and agreed):

- Mozambique - *Empowering Government planning processes to develop 25 people-centered local adaptation plans*
- Uganda - *Empowering government processes for improving access and utilisation of weather and climate information services*

TIMEFRAME and TIME COMMITMENT

It is anticipated that the assignment will take approximately 70-80 working days in total, to complete (approximately 35 working days for the impact assessment in Ethiopia and around 40 days for the rest of the evaluation), though it is expected that this will be spread across approximately 3 months, as dictated by stakeholder availability.

The evaluation is expected to start in September 2016 and the final report should be completed ideally by end of November 2016. Depending on the evaluator's availability, a phased delivery of the evaluation products could be negotiated.

MANAGEMENT OF THE EVALUATION

The overall evaluation manager will be the ACCRA coordinator, with the support of an evaluation reference group composed also by the Interim ACCRA Ethiopia Coordinator, the ANRU team manager (OGB HQ) and the Senior Advisor PMEL-Influencing (OBG HQ).

The evaluation piece carried out in Ethiopia is part of the Effectiveness Reviews that OGB undertakes as part of its impact evaluation under the Global Performance Framework and will be supported and quality assured by the Senior Advisor PMEL-Influencing.

The evaluation team will need to work closely also with the country coordinators in country.

INDICATIVE BUDGET

The indicative budget for this evaluation is £45,000 including VAT (£20,000 for the impact evaluation in Ethiopia and £25,000 for the other pieces). This will be an agreed price for the totality of the work, with the evaluation team expected to manage the number of days spent on the evaluation and all expenses associated with the field trip to the region.

KEY QUALIFICATIONS, SKILLS AND CAPABILITIES

1. Relevant university degree (Masters preferred) in a related field of study (such as research methods, evaluation, social sciences, etc) or equivalent training and work experience.

2. Proven track record in undertaking advocacy evaluations, or equivalent.

3. Demonstrable skills and experience in qualitative research methods in general and exploring causal links between activities and policy outcomes.

4. Strong understanding and experience working in the East and Southern African regions, including a good understanding of the structures and politics in these contexts.

5. Good understanding on climate change adaptation and resilience work.

6. Capacity to organise all relevant logistics to effectively carry out the assignment.

7. Fluent in English

HOW TO APPLY

Oxfam invites bids from individuals or teams that combine the experience and skills described above.

Tenders must include:

1. A cover letter of no more than 2 pages introducing the evaluator (or members of the evaluation team) and describing how the skills and competencies described above are met, with concrete examples as appropriate. Please also use this cover letter to indicate consultants' availability at critical periods.

2. A technical proposal of no more than 2 pages explaining the consultant's approach to conducting this evaluation, including indicative timeframe if relevant.

3. A 1-page budget covering all major anticipated costs (Oxfam prefers to pay an agreed price for the totality of the work including the field trips, and it is likely that this would be paid in phased instalments.)

4. A CV detailing relevant skills and experience of no more than 2 pages, including contactable referees

5. One example of a relevant previous evaluation (one each for joint bids)

Tenders should be sent to mbarihaihi1@oxfam.org.uk and marranz1@oxfam.org.uk **by 11.59pm BST (UTC+1) of Sunday 7th August 2016.**

Shortlisted candidates will be invited to make an online presentation or interview with the evaluation reference group **on Monday the 15th of August**.

There will be an **open session for Q&A** about this evaluation on **19th July, 1pm BST (UTC+1)**. If you are interested in participating please contact Paula O'Connor at PO'Connor@oxfam.org.uk providing your name, contact details and the questions you have.