

Request for Expressions of Interest
Technical Evaluation Reference Group of the Adaptation Fund (AF-TERG)
Short-term consultancy (STC) position
- January 10, 2020 -



Work processes, organizational and team development facilitator

The purpose of this request for expressions of interest is to provide the background, qualifications as well as scope of work / key deliverables for consultant to support through (co-)facilitation / coaching the implementation of the AF-TERG work programme, with a focus on work processes, organization development and team development.

Scope of Work

The Technical Evaluation Reference Group of the Adaptation Fund (AF-TERG) is an independent evaluation advisory group, accountable to the Board, established to ensure the independent implementation of the Fund's evaluation framework. Specifically, the TERG will provide a) evaluation function, b) advisory function, and c) oversight function.

The AF-TERG recently completed two milestones; (1) its first multi-year strategy and work programme and budget was approved by the Adaptation Fund Board, and (2) it embarked on a forward-looking reflection exercise to identify areas for improvement regarding team performance and organizational development.

The goal of the assignment is to support the AF-TERG through facilitated discussions / hands-on support in (1) planning and executing the implementation of the approved work programme, and (2) a continued team performance and organizational development coaching process.

Duration

The successful candidate will be offered a short-term consultancy position covering fiscal year 2021 from the start of contracting, following the World Bank rules, for up to **45 working days**.

Qualifications

The specific qualifications and experience required are:

- *Implementation planning experience:* (1) A strong record of at least 12 years' experience in guiding and planning implementation processes at progressively increasing levels;
- *Implementation planning experience:* (2) At least 8 years' recent experience in the facilitation of such processes.
- *Organizational development experience:* (1) A strong record of at least 12 years' experience in facilitating organizational development and team performance processes;
- *Organizational development experience:* (2) Technical competence in organizational development, change management, and team leadership.
- *Team dynamics experience:* (1) Recent experience facilitating team dynamics discussions;
- *Team dynamics experience:* (2) Recent experience related to conflict resolution / conflict management as part of team dynamics discussions.
- *Institutional experience:* (1) Extensive knowledge and experience on HR and operational provisions of multilateral institutions (World Bank Group preferred),
- *Institutional experience:* (2) Knowledge and experience on climate fund institutions (policies, governance, and accounting – Global Environment Facility or Adaptation Fund preferred);
- *Social skills:* Strong track record in managing group interventions and participatory work processes in different cultural contexts.

Desirable qualifications are:

- *Design thinking:* Experience in using the five stages in the design thinking process as proposed by the Hasso-Plattner Institute of Design at Stanford (d.school); empathise, define, ideate, prototype and test;
- *Design thinking:* Experience in using Edward de Bono's six thinking hats model, or a comparable model;
- *Organizational development:* Experience in using and applying SWOT (strengths, weaknesses, opportunities and threats), or SOAR (strengths, opportunities, aspirations and results), or SCORE (strengths, challenges / capabilities needed, options, responses / results and effectiveness) analysis to feed into continuous improvement processes, or comparable tool;
- *Team dynamics:* Experience in using Lencioni's five dysfunctions of a team (also known as Lencioni's trust pyramid), , or comparable assessment tool, as a mini-diagnostic tool to pinpoint to team performance deficiencies;
- Strong information and communications technology (ICT) and online facilitation skills and experience through online meeting tools (like Webex or Zoom).

Submission requirements

Interested consultants are hereby invited to send their expression of interest – expressing how their background fits the required qualifications and how they would plan to tackle the tasks laid out in the Terms of Reference – together with an up-to-date curriculum vitae to af-terg-sec@adaptation-fund.org with “**AF-TERG Secretariat WP Imp and OD STC**” in the subject line.

Note that we would accept proposals for two consultants tackling the tasks as laid out here, as long as the expression of interest would provide both CVs, discussion on fit, and would clearly outline which tasks would be tackled by which one of the two consultants and the split up of days across the two consultants. In such cases the original ToR would be split in two individual ToRs with the two consultants both being hired as individual contracts.

There is no fixed closure date for this request for expressions of interest. It will remain open until a suitable candidate has been identified. Only shortlisted candidates will be contacted for a follow-up online or telephone interview.

For any clarification concerning this communication, please contact the above email address. We are happy to provide clarification on the terms of reference if needed.

Terms of Reference

Technical Evaluation Reference Group of the Adaptation Fund (AF-TERG)

Short-term consultancy (STC) position



Work processes, organizational and team development facilitator

Date:

From: Dennis Bours, Task Team Leader (TTL) – UPI

Email:

Phone:

To:

Email:

1. Introduction

1.1 Background

The Adaptation Fund was established through decisions by the Parties to the United Nations Framework Convention for Climate Change and its Kyoto Protocol to finance concrete adaptation projects and programs in developing countries that are particularly vulnerable to the adverse effects of climate change. At the Katowice Climate Conference in December 2018, the Parties to the Paris Agreement decided that the Adaptation Fund shall also serve the Paris Agreement. The Fund supports country-driven projects and programmes, innovation and global learning for effective adaptation.¹ All of the Fund's activities are designed to build national and local adaptive capacities while reaching and engaging the most vulnerable groups, and to integrate gender consideration to provide equal opportunity to access and benefit from the Fund's resources. They are also aimed at

¹ AF. 2018. Medium-Term Strategy 2018-2022. March 2018. Available at: <https://www.adaptation-fund.org/document/medium-term-strategy-2018-2022/>

enhancing synergies with other sources of climate finance, while creating models that can be replicated or scaled up. www.adaptation-fund.org

1.2 Adaptation Fund governance

The Fund provides climate finance to developing countries who are members of CMP [and CMA]^{2,3} through accredited Implementing Entities (IEs).

The Fund is supervised and managed by the Board, which is accountable to CMP [and CMA]. The majority of Board members are from developing countries. The Board has two committees, namely, the Ethics and Finance Committee (EFC), and the Project/Programme Review Committee (PPRC). The EFC is responsible for advising the Board on issues of conflict of interest, ethics, finance, fund and portfolio monitoring, evaluation and audit.⁴ The PPRC is responsible for assisting the Board with assessing project and program proposals submitted to the Board and review project and program performance reports.⁵ An Accreditation Panel (AP) has been established to ensure that organizations receiving Fund money meet the fiduciary standards. The AP provides recommendations to the Board regarding the accreditation of new IEs and the suspension, cancellation or re-accreditation of entities already accredited.⁶

The World Bank serves as an interim trustee of the Fund.⁷ The Global Environment Facility (GEF), through a team of dedicated officials, provides secretariat services to the Board. The Board Secretariat manages the day-to-day operations of the Adaptation Fund such as research, advisory and administrative services.

² CMP; Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol. See: <https://unfccc.int/process/bodies/supreme-bodies/conference-of-the-parties-serving-as-the-meeting-of-the-parties-to-the-kyoto-protocol-cmp>

CMA; Conference of the Parties serving as the meeting of the Parties to the Paris Agreement. See: <https://unfccc.int/process/bodies/supreme-bodies/conference-of-the-parties-serving-as-the-meeting-of-the-parties-to-the-paris-agreement-cma>

³ The CMA and CMP also decided to ensure that developing and developed country Parties to the Paris Agreement are eligible for membership on the Adaptation Fund Board. CMP further requested that the Subsidiary Body on Implementation considers the matter and provides a recommendation in November 2019 during COP 25.

⁴ AF. 2015. [Ethics and Finance Committee Terms of Reference](https://www.adaptation-fund.org/wp-content/uploads/2013/03/TOR-of-EFC-amended-in-Mar2018.pdf). Amended March 2018. Available at: <https://www.adaptation-fund.org/wp-content/uploads/2013/03/TOR-of-EFC-amended-in-Mar2018.pdf>

⁵ AF. 2015. [Project and Programme Review Committee Terms of Reference](https://www.adaptation-fund.org/wp-content/uploads/2013/03/TOR-of-PPRC-amended-in-Oct2015.pdf). Amended October 2015. Available at: <https://www.adaptation-fund.org/wp-content/uploads/2013/03/TOR-of-PPRC-amended-in-Oct2015.pdf>

⁶ AF. 2012. [Terms of Reference for the Establishment of the Adaptation Fund Board Accreditation Panel](https://www.adaptation-fund.org/wp-content/uploads/2014/09/Accreditation-Panel-TORs_0.pdf). Available at: https://www.adaptation-fund.org/wp-content/uploads/2014/09/Accreditation-Panel-TORs_0.pdf

⁷ AF. 2019. Amended and restated terms and conditions of services to be provided by the international bank for reconstruction and development as trustee for the Adaptation Fund (2017-2020). Available at: https://www.adaptation-fund.org/wp-content/uploads/2019/06/AFB.B.33.b.Inf_.2.Amended.and.Restated.Terms.and.Conditions.pdf

1.3 Technical Evaluation Reference Group of the Adaption Fund (AF-TERG)

The AF-TERG is an independent evaluation advisory group accountable to the Adaptation Fund Board, established in 2018 to ensure the independent implementation of the Fund's evaluation framework.⁸ The AF-TERG, which is headed by a chair, provides an evaluative advisory role through performing evaluative, advisory and oversight functions. The group is comprised of independent experts in evaluation, called the AF-TERG members. A small secretariat provides support for the implementation of evaluative and advisory activities as part of the work programme.

While independent of the operations of the Adaptation Fund, the aim of the AF-TERG is to add value to the Fund's work through independent monitoring, evaluation and learning.

www.adaptation-fund.org/about/evaluation/

1.4 Context for this short-term consultancy position

Fiscal year 2020 (FY20), from July 1, 2019 to June 30, 2020, was the AF-TERG's first year of operations. The AF-TERG Chair and AF-TERG secretariat Coordinator completed the selection process of the four AF-TERG Members at the start of FY20. Mr. Andy Rowe, Mr. Claudio Volonte, Mr. Mutizwa Mukute and Ms. Nancy MacPherson were appointed as AF-TERG Members on July 1, 2019. The AF-TERG secretariat hired finance admin support at the same time, and in August 2019 a data analyst was hired to complete the team.

The AF-TERG Chair, Members and AF-TERG secretariat staff had their first in-person meeting August 4-10, 2019 in Antigua and Barbuda, in the side-lines of the sixth Annual Climate Finance Readiness Seminar. Some of the AF-TERG staff met in the sidelines of a conference in Prague in October 2019. The full team was planning to have another in-person meeting at the end of FY20, but this meeting became a virtual reflection meeting due to the Covid-19 pandemic.

A draft AF-TERG theory of change and work principles were developed, consultations with a selection of relevant stakeholders took place, three studies were completed virtually, which all fed into a proposed AF-TERG strategy and work programme. The proposed AF-TERG strategy and multiyear work programme with corresponding budget request were presented to the Chair and members of the EFC of the Board on 4 May 2020. Having considered the document AFB/EFC.26.a-26.b/3 and the recommendation by the EFC, the Board approved the draft strategy and work programme of the AF-TERG contained in Annex 1 of the document AFB/EFC.26.a-26.b/3 (Decision B.35.a-35.b/29, 4 June 2020).⁹

⁸ AF. 2018. [Report of the thirty-first meeting of the Adaptation Fund Board](https://www.adaptation-fund.org/document/report-thirty-first-meeting-of-the-adaptation-fund-board). March 2018. AFB/B.31/8, Annex III, Terms of Reference of the Technical Evaluation Reference Group (TERG). Available at: <https://www.adaptation-fund.org/document/report-thirty-first-meeting-of-the-adaptation-fund-board>

⁹ AF-TERG. 2020. Draft Strategy and Work Programme of the Adaptation Fund Technical Evaluation Reference Group (AF-TERG). May 2020. AFB/EFC.26.a-26.b/3. Available at: <https://www.adaptation-fund.org/document/draft-strategy-and-work-programme-of-the-adaptation-fund-technical-evaluation-reference-group-af-terg/>

The Board also approved the proposed two-year budget to cover the costs of the operations of the AF-TERG and its secretariat for fiscal years 2021 (FY21) and 2022 (FY22).¹⁰

Being a new entity within the Fund and settling into the independent evaluation function, both at an individual level, and at the functional and operational level as new entity, the first year has been marked by a heavy workload and a steep learning curve. A facilitated forward-looking reflection process took place from April to May 2020, which included a consultant conducting confidential interviews and facilitating a reflection meeting that took place on May 20, 2020.

The reflection provided a platform for an open and frank discussion, resulting in a series of recommendations on group norms and team conversations, mini-diagnostics with the ‘five dysfunctions’ framework, leveraging strengths to reach high-performance, team coaching, affirming vision, mandate and strategies, and action planning on TERG challenges. As a first step a prioritization exercise took place. Some of the priority issues identified have already been addressed, while others would not require a facilitated process to be tackled. The results of the prioritization exercise will need to be reviewed and outstanding issues would require follow up in FY21.

The AF-TERG Chair, Ms. Eva Lithman, stepped down at the end of FY20. TERG Member Mr. Mutizwa Mukute has replaced her as acting chair and the process of hiring a new chair is under way. A detailed 6-month work implementation plan has been discussed and agreed upon. The plan includes a focus on organizational development and team dynamics, which will commence soon after a new chair has been hired.

¹⁰ AF. 2020. Administrative Budgets of the Board and Secretariat, and Trustee for Fiscal Year 2021 and the AF-TERG and its Secretariat for Fiscal Years 2021-2022. May 2020. AFB/EFC.26.a-26.b/1. Available at: <https://www.adaptation-fund.org/document/administrative-budgets-of-the-board-and-secretariat-and-trustee-for-fiscal-year-2021-and-the-af-terg-and-its-secretariat-for-fiscal-years-2021-2022/>

2. Goal, purpose and tasks

2.1 Goal

The goal of the assignment is to support the AF-TERG and co-facilitate / coach improving on work programme implementation planning, organizational development and team dynamics, based on (1) the recommendations coming from the AF-TERG reflection session, (2) the prioritization exercise that took place after that, (3) the Board approved strategy and work programme, and (4) the proposed work implementation plan for the coming 6 months, to be discussed and agreed upon in the coming weeks.

2.2 Purpose

The purpose is to not lose momentum with the change of chair and move ahead with planning and executing work programme implementation while – once a new chair has been hired – focusing on (i) strengthening and streamlining of work processes as part of organizational development and (ii) enhancing team dynamics.

2.3 Tasks

Collaboratively develop and implement, with the new Chair and AF-TERG secretariat Coordinator a three-pronged coaching and improvement process that focuses on;

- (1) Improving on the planning and executing the implementation of the approved work programme, and
- (2) Strengthening and streamlining work processes as part of organizational development
- (3) Enhancing team dynamics.

The facilitation / coaching process should take into account:

- The recommendations coming from the AF-TERG reviews, reflections, prioritization and low hanging fruits analysis as part of the prioritization exercise;
- The Board approved strategy and work programme;
- The proposed 6-month work implementation plan;
- Specific support needs as identified by the new chair.

Focusing on improving on the planning and executing the implementation of the approved work programme, the consultant should consider:

- The AF-TERG approach (i.e. the way the AF-TERG modus operandi was envisioned vis-à-vis how it is practically operating), work processes, and roles and responsibilities;
- Identification of next steps in work programme implementation (> 6 months).

Focusing on strengthening and streamlining work processes as part of organizational development, the consultant should consider:

- The AF-TERG approach (i.e. the way the AF-TERG modus operandi was envisioned vis-à-vis how it is practically operating), work processes, and roles and responsibilities;
- A light organizational development exercise through a teamed SWOT (or comparable) analysis.

Focusing on enhancing team dynamic, the consultant should consider:

- A refocus on the vision and strategic direction, and linked to that on team processes, once the new chair has been hired;
- Continued skill-building and coaching around team issues, and linked to that a mini-diagnostic exercise on team dynamics, (which could be done by using Lencioni's five disfunctions of a team, or comparable tool);
- Needs-based coaching of the new chair.

2.4 Duration, compensation, payments and other arrangements

The position covers fiscal year 2021, following the World Bank rules, and is for a maximum of 45 days at an agreed daily rate commensurate with the candidate's background and experience. All contracts with the Adaptation Fund / AF-TERG are World Bank contracts and follow the relevant rules and regulations of the Bank. Any need for additional days and compensation will need to be determined in consultation with the AF-TERG Secretariat Coordinator (TTL), the AF-TERG Chair and the AFB Secretariat Manager and need to be approved prior to the beginning of extra work.

The consultancy will take place at the consultant's own place of work, through virtual engagement.

The AF-TERG Secretariat will provide the consultant with all necessary documentation needed in support of the above scope of work via access to a cloud-based background documentation repository or will provide access in another way to any documentation.

3. Work principles

Based on the AF-TERG's mandate and its two overarching objectives, and in the spirit of guiding its work for the benefit of the Fund, the AF-TERG has developed a set of ten work principles to guide the work of the AF-TERG, including the work that it commissions.

1. **Be relevant and responsive to the Fund priorities and operating contexts:** Stay tuned and responsive to the Fund's operational, strategic and governance priorities; Fund partners' priorities; and relevant developments in the broader field of climate change adaptation (CCA) and operating contexts.
2. **Make contributions that benefit Fund's stakeholders – people, livelihoods and ecosystems:** Observe equity, transparency and impartiality in our work designs, processes and products to serve the interests of Fund stakeholders.
3. **Produce MEL products that add value to the Fund:** Ensure the production of useful, credible, actionable, innovative, independent and timely monitoring, evaluation and learning (MEL) products that contribute to the performance and impact of the Fund at all levels.
4. **Support the development of MEL capacity of the Fund's key stakeholders:** Develop the MEL capacity of the Fund's key stakeholders through engaging them in all our work, nurturing relationships of trust, co-learning and co-creation, and cultivating a sense of collective ownership of the MEL tools.
5. **Contribute to the development of the CCA monitoring, learning and evaluation (MEL) field:** Seek opportunities for sharing the Fund's MEL experiences with the CCA and evaluation communities and to contribute to the discussion and development of the MEL in CCA and related fields.
6. **Draw on good and innovative MEL practice:** Identify, utilise and build on good, new, ethical MEL approaches and practice in the CCA and related fields.
7. **Respect and utilise different knowledges:** Seek, respect, value and work with traditional and local knowledge alongside other forms of knowledge and apply appropriate standards of quality to all types of knowledge.
8. **Work synergistically to produce optimal results:** Work collaboratively together, equitably share responsibilities, give our best, engage in constructive dialogue, exercise mutual respect, assume good intent and be open to surprise towards getting the most from the Fund's investment in MEL.
9. **Conduct collective, reflexive learning that improves practice:** Undertake purposive, collective, continuous and critical learning to improve our evaluative, oversight and advisory practice and the value it creates for the Fund over time.
10. **Ensure cost-effective utilisation of the Fund's resources:** Utilize our time and budget in the most cost-effective ways while ensuring the production of fit-for-purpose MEL products.