Request for Expressions of Interest

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

Short Term Consultant (STC) Position

- February 7, 2021 -





Thematic Evaluation of Scalability STC

The purpose of this request for expressions of interest is to provide the background, required qualifications as well as key deliverables and processes to select and contract a short-term consultant (STC) to support an evaluation of scalability in the Adaptation Fund.

The first phase evaluation of the Adaptation Fund in 2015 found that the Fund's design "supports pilot activities with substantial potential for scaling up impact at sub-national, national, and regional levels." Strategic focus (SF) 1 of the Medium Term Strategy (2018-2022) targets "replicable and scalable projects" and notes that "many fund-supported 'beacon' or 'model' projects and programmes will be ready for scaling up by others," with SF1 Expected Result 3 expressed as "Effective action scaled up." Scalability is also an important element in SF2, which focuses on innovation, with SF2 Expected Result 3 expressed as "Viable innovations scaled up." Finally, these strategic directions are being implemented in the larger climate policy context of the urgency to bring about scalability in climate finance and action. Therefore, the topic of scalability has been selected as one of the topics for thematic evaluations to be conducted by the AF-TERG under Workstream 1 of its work program.

The STC will help to map, analyze, and derive lessons about the Adaptation Fund (the Fund) efforts, and highlight progress in scaling climate change adaptation (CCA). Results will inform the current discussion on scalability at the AF and its stakeholders.

¹ TANGO International and ODI, 2015, 11, in Adaptation Fund Medium Term Strategy: 2018-2022.

² Ibid., 17, 18, 19.

³ Ibid., 20.

Scope of work

Working with the AF-TERG, the STC will be expected to do the following:

Phase 1: Evaluation scoping and design

- Map the issues and questions related to scalability as relevant to the Fund and its key stakeholders (including the Adaptation Fund Board (the Board), Adaptation Fund Board Secretariat (the Secretariat), and Implementing Entities);
- Conduct a foundational review of the landscape and evidence base of the concept of "scalability" in interventions to address climate change, particularly CCA, including definitions and usage of closely related terms such as "mainstreaming", "replication", "scaling/scaling up/scaling out" and "market change" as broader adoption mechanisms, and taking into account current Fund usage of the term;
- Develop a framework about scalability to be used in the evaluation; and
- Based on the scoping phase, develop a detailed evaluation design for phases 2, 3 and 4, including a sampling approach. The design should ensure complementarity with initiatives that are currently underway, such as the AF-TERG thematic evaluations on innovation and accreditation and the current Fund study on scalability under its knowledge management stream, and avoid duplication.

Phase 2. Consultation phase

Consult with relevant individuals and organizations working on scalability from inside and outside the
Fund, as agreed in advance with the AF-TERG and in line with the AF-TERG's established protocols.
Consultations should include relevant individuals at the Green Climate Fund (GCF); and the STC will
help the AF-TERG identify any other external individuals and/or organizations to the Fund. Within the
Fund, the key groups are the Board, the secretariat and implementing entities from the Fund's
concrete actions.

Phase 3. Portfolio Analysis

- Conduct a descriptive analysis of ex ante projected scalability in funding proposals.
- Analyze Fund projects that have demonstrated ex post scalability. The analysis will include (but is not limited to) projects that have received follow-on financing from the GCF; the final scope, selection criteria, and methodology will be determined during Phase I by the STC in conjunction with the AF-TERG;
- Undertake mapping to identify intended outcomes, results, theory of change and main contributing
 and hindering factors that influence the effectiveness of activities to support scalability of Fund
 projects.
- Write up several short case studies from the Fund's portfolio (and possibly from another donor or donors) to understand the results and the factors influencing scalability. These case studies may include interviews with project stakeholders at the country level.
- Assess results, issues, challenges, opportunities.

Phase 4: Synthesis and Report

- Draft an evaluation report and synthesis of scalability lessons and evidence from the Fund and broader peers, including recommendations on supporting scalability through Fund (and AF-TERG) strategy and operations.
- Solicit feedback from the AF-TERG and incorporate feedback into a final report.

- Develop an accompanying presentation that could be used to discuss key findings with Fund stakeholders
- Draft a two-page briefing paper for the AF-TERG that synthesizes key findings and recommendations that can be used for external dissemination.

Qualifications

The specific qualifications and experience required are:

- Master-level degree in the fields of socio-economics, evaluation and research, international development, environment and applied social sciences, public policy/governance or related.
- A minimum of twelve (12) years' experience working in the field of applied research in the area(s) of sustainable development, environmental finance, climate finance, or climate change mitigation and adaptation interventions.
- Demonstrated experience in evaluation scoping and design.
- Good general knowledge of the issues of climate change, climate finance, and climate change adaptation finance in particular.
- Good knowledge of current climate change adaptation networks, stakeholders, mechanisms, and platforms.
- Experience with data collection strategies with expertise in applying mixed statistical, data analysis and triangulation methods.
- Knowledge of and familiarity with the Theory of Change and a range of MEL methods.
- Strong interpersonal skills and experience with cooperation with internal/external partners and promoting collaboration in a multi-cultural environment.
- Demonstrated experience in promoting the visibility and uptake of evaluation findings.
- Experience with broad stakeholder engagement and outreach.
- Excellent command of English, written as well as spoken fluency.

Desirable qualifications are:

- Experience of or exposure to climate change adaptation-related portfolios/work streams.
- Knowledge of and/or experience with the Adaptation Fund or environmental / climate change workstreams in the Green Climate Fund and/or the Global Environment Facility is an added advantage.
- Knowledge of and/or experience with the use of online meeting tools (Zoom, Webex) and survey tools (like SurveyMonkey, Zoho, Mentimeter).
- Language skills in addition to English, such as French or Spanish, are a plus.
- Experience of working in or with developing countries is a plus.

Submission requirements

Interested candidates are hereby invited to send their expression of interest — expressing how their background fits the required qualifications — together with an up-to-date curriculum vitae to af-terg-sec@adaptation-fund.org with "AF-TERG Evaluation of Scalability" in the subject line.

The application deadline is close of business on **February 17, 2021** (Washington DC time). 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. The AF-TERG Secretariat is 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





Thematic Evaluation of Scalability STC

Date:		
From:		
Email:		
Phone:		
То:		
Email:		

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 programmes 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.⁴ 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 enhancing synergies with other sources of climate finance while creating models that can be replicated or scaled up. www.adaptation-fund.org

⁴ AF. 2018. Medium-Term Strategy 2018-2022. March 2018. Available at: https://www.adaptation-fund.org/document/medium-term-strategy-2018-2022/

2. Adaptation Fund governance

The Fund provides climate finance to developing countries who are Parties to the Kyoto Protocol.

The Fund is supervised and managed by the Adaptation Fund Board (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 and 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. The PPRC is responsible for assisting the Board with assessing project and programme proposals submitted to the Board and review project and programme performance reports. 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.

The World Bank serves as an interim trustee of the Fund. 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.

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

The AF-TERG is an independent evaluation advisory group accountable to the Board, established in 2018 to ensure the independent implementation of the Fund's evaluation framework. 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/

4. AF-TERG work programme

At its thirtieth meeting the Board decided:

a) To approve the option of re-establishing a long-term evaluation function for the Adaptation Fund through a Technical Evaluation Reference Group (TERG), as described in documents AFB/EFC.20/3 and AFB/EFC.21/4.⁵

[...]

(Decision B.30/38, October 2017)

⁵ AF. 2017. Updated Options for an Evaluation Function and Cost Implications. Document AFB/EFC.20/3. Available at: https://www.adaptation-fund.org/document/updated-options-evaluation-function-cost-implications/
AF. 2017. Updated options for an evaluation function and cost implications. Document AFB/EFC.21/4. Available at: https://www.adaptation-fund.org/document/updated-options-evaluation-function-cost-implications-2/

To implement the decision above, the secretariat drafted the Terms of Reference of the AF-TERG and shared them with the Global Environment Facility's Independent Evaluation Office (GEF-IEO) and the secretariat of the Global Fund's Technical Evaluation Reference Group, for their inputs and advice.

Having considered the comments and recommendation of the EFC, the Board decided at its thirty-first meeting in March 2018:

- a) To approve the terms of reference of the Technical Evaluation Reference Group of the Adaptation Fund (AF-TERG) as contained in Annex III to the report of the Board (AFB/B.31/8);⁶
- b) To approve the amendment to the terms of reference of the Ethics and Finance Committee (EFC) as contained in Annex IV to the report of the Board (AFB/B.31/8);
- c) To establish the AF-TERG Recruitment Working Group composed of the following Board members and alternates: Mr. Ibila Djibril (Benin, Africa), Mr. Marc-Antoine Martin (France, Annex I Parties), Ms. Barbara Schäfer (Germany, Annex I Parties) and Ms. Margarita Caso (Mexico, Non-Annex I Parties); and
- d) To request the AF-TERG Recruitment Working Group, with the support of the secretariat, to undertake the necessary arrangements for the recruitment of the AF-TERG chair and four members intersessionally between the thirty-first and thirty-second meetings of the Board and to report back to the EFC at its twenty-third meeting.

(Decision B.31/25, March 2018)

On February 24, 2019, inter-sessional decision B.32-33/15 resulted in the appointment of the first Chair of the Technical Evaluation Reference Group of the Adaptation Fund (AF-TERG).

(Decision B.32-33/15)

At the thirty-fourth Board meeting (October 2019) the manager reported - as noted in meeting report AFB/B.34/20⁷ - that the AF-TERG had completed the selection process for four AF-TERG members and had held their first in-person meeting with the members to discuss the set-up, mandate, communication channels and expectations. Preliminary work had taken place on the AF-TERG work programme, with a focus on evaluative components and products.

The first AF-TERG strategy and work programme was presented to the Board intersessionally between the first and second part of its 35th meeting. Having considered the document AFB/EFC.26.a-26.b/3 and the recommendation by the Ethics and Finance Committee, the Board decided to approve the draft strategy and work programme of the AF-TERG contained in Annex 1 of the document AFB/EFC.26.a-26.b/3.

AF. 2018. Report of the Thirty-first meeting of AFB (20-23 March, 2018). Document AFB/B.31/8. Available at: https://www.adaptation-fund.org/document/report-thirty-first-meeting-afb-20-23-march-2018/

AF.2020. Report of the Thirty-fourth Meeting of AFB (7-11 October 2019). Document AFB/B.34/20. Available at: https://www.adaptation-fund.org/document/report-of-the-thirty-fourth-meeting-of-the-afb/

AF-TERG. 2020. Draft Strategy and Work Programme of the Adaptation Fund Technical Evaluation Reference Group (AF-TERG). Document AFB/EFC.26.a-26.b/3. Available at: https://www.adaptation-

The AF-TERG has a three-year work programme spanning across fiscal years 2021 to 2023, ie. July 1, 2020 to June 30, 2023. It is accompanied by a two-year budget, covering fiscal years 2021 and 2022. The budget was presented to the Board as part of the administrative budget. The latest version was presented and approved at the 36th meeting, providing a revision for fiscal year 2022 and an estimate for fiscal year 2023, and can be found in document AFB/EFC.27/.6.9

Consultations with Board members, observers and secretariat staff identified a range of topics related to monitoring, evaluation and learning (MEL) as well as themes related to the operations, strategies and governance of the Fund to be further explored in the context of the AF-TERG work programme.

The AF-TERG Strategy and Work-Programme (Workstream 1) focuses on the review and evaluation of the Medium-Term Strategy (MTS), thematic evaluations and the overall model and performance of the Fund, centered around the core features and niche of the Fund. Thematic evaluations of Fund performance will provide perspectives on core features of the AF, such as the country-driven and innovative character of Fund operations with a view to assessing the potential for scale-up and longer-term impact.

The AF-TERG Strategy and Work-Programme (Workstream 1) envisages an assessment of the experience on how the concept of scalability is applied by the Fund as well as of examples of climate change actions that have achieved scalable impacts.

5. Rationale, goals and tasks

Rationale

The rationale for the evaluation of scalability of Fund projects is as follows:

- a) Provide input to the current discussion on scalability at the Fund and within the wider climate change adaptation (CCA) community given (i) the urgency to scale up responses to climate change impacts and (ii) the need to understand what is working and what is not.
- b) Provide lessons on contributing and hindering factors towards project scalability, to further inform the potential for scalability of current and future project supported by the Fund
- c) Feed into the overall evaluation of the Fund, planned for FY24.

<u>Goals</u>

There are two streams to the evaluation. The first one is to look at past and current experience within the Fund and others working on assessing and increasing scalability of CCA projects and programs, and feeds into the second stream. The second one is a forward-looking one, to provide recommendations to the ongoing discussion on scalability at the Fund and within the CCA community.

The ultimate objective is to derive lessons about the Fund's efforts and progress in the design and delivery of projects that are scalable and to look at the performance of the investments made by the Board for

<u>fund.org/document/strategy-and-work-programme-of-the-adaptation-fund-technical-evaluation-reference-group-af-terg-2/</u>

⁹ AF/AF-TERG. 2021. Administrative Budgets of the Board and Secretariat, and Trustee for Fiscal Year 2022, and the AF-TERG and its Secretariat for Fiscal Years 2022-2023. Document AFB/EFC.27/.6. Available at: https://www.adaptation-fund.org/document/administrative-budgets-of-the-board-and-secretariat-and-trustee-for-fiscal-year-2022-and-the-af-terg-and-its-secretariat-for-fiscal-years-2022-2023/

this purpose. It is also the goal of this evaluation to bring external experiences on the scalability of CCA projects to the Fund. Specifically, the study seeks to address the following objectives:

- To learn from other multilateral climate finance mechanisms such as the Green Climate Fund (GCF), the Climate Investment Fund (CIFs), and the Global Environment Facility (GEF) as well as design requirements and characteristics of other funds' scalable and replicable projects;
- To look at synergies and complementarities between the Fund and other funding streams for fostering scalability;
- To learn from the Fund's concrete adaptation actions, their *ex ante* elements to support replicability and scalability, and assessed *ex post* performance in those areas to date, including the financial instruments used when scaling;
- To identify contributory factors to project scalability, such as those evidenced in highly-rated projects;
- To assess how current Fund monitoring and evaluation indicators, tools and processes serve Parties
 to the Paris Agreement by accelerating and enhancing the quality of adaptation action in developing
 countries; and
- To provide strategic recommendations (with relevant stakeholders) to inform Board decisions on the results related to scalability in the Fund, including future MTS, work program and financing.

Tasks

The work will be undertaken in four phases. The consultant will be expected to do the following:

Phase 1: Evaluation scoping and design

- Map the issues and questions related to scalability in the Board, secretariat, and Implementing Entities;
- Conduct a foundational review of the landscape and evidence base of the concept of "scalability" in interventions to address climate change, particularly CCA, including definitions and usage of closely related terms such as "mainstreaming", "replication" and "scaling/scaling up/scaling out" and "market change" as broader adoption mechanism;
- Develop a framework about scalability to be used in the evaluation; and
- Based on the scoping phase, develop a detailed evaluation design for phases 2, 3 and 4. The design should ensure complementarity with the thematic evaluations on innovation and accreditation that are currently underway and avoid duplication.

Phase 2. Consultation phase

Consult with relevant individuals and organizations working on scalability from inside and outside the
Fund. Consultations should include relevant individuals at the Green Climate Fund (GCF); the STC will
help the AF-TERG identify any other external individuals and/or organizations to the Fund. Within the
Fund, the key groups are the Board, secretariat and implementing entities from the Fund's concrete
actions.

Phase 3. Portfolio Analysis

- Conduct a descriptive analysis of ex ante projected scalability in funding proposals.
- Analyze Fund projects that have demonstrated ex post scalability. These will include Fund projects
 that have received follow-on financing from the GCF; however, the final scope, selection criteria, and
 methodology will be determined during Phase I by the STC in conjunction with the AF-TERG;

- Undertake mapping to identify intended outcomes, results, theory of change and main contribution
 and hindering factors that influence the effectiveness of activities to support scalability in Fund
 projects.
- Write up several short case studies from the AF portfolio (and possibly from another donor or donors) to understand the results and the factors influencing scalability. These case studies may include interviews with project stakeholders at the country level.
- Assess results, issues, challenges, opportunities.

Phase 4: Synthesis and Report

- Draft and evaluation report and synthesis of scalability lessons and evidence from the Fund and broader peers, including recommendations on supporting scalability through Fund (and AF-TERG) strategy and operations.
- Solicit feedback from the AF-TERG and incorporate feedback into a final report.
- Develop an accompanying presentation that could be used to discuss key findings with Fund stakeholders
- Draft a two-page briefing paper for the AF-TERG that synthesizes key findings and recommendations that can be used for external dissemination.

Ways of working

- The consultant will receive strategic and technical oversight from an AF-TERG member and support from a data analyst for the preliminary research and for setting up the interviews with key stakeholders, or for setting up alternative data collection methods. The approach of the evaluation will be discussed with AF-TERG and secretariat and agreed upon with the AF-TERG.
- The consultant will draw on relevant Fund and AF-TERG documentation, to ensure that the deliverables are consistent with the objectives and operations of the Fund and the AF-TERG.
- The consultant will rely on remote-based discussions with AF-TERG members and the secretariat, and with select stakeholders as identified in consultation with the AF-TERG.
- The iterative process of drafting the evaluation framework will require a flexible approach to work with the AF-TERG and other stakeholders. The approach taken is expected to be collaborative and carried out with the secretariat and selected Implementing Entities.

<u>Time commitment</u>: 80 days total, comprised of 65 days in fiscal year '22 (ending June 30 2022) and 15 days in fiscal year '23.

Indicative List of Deliverables, including time frame and approximate level of effort: 10

Deliverable	Time Frame	Number of Days (appr.)
Deliverable 1. Methodology and Workplan The deliverable includes the specification of the evaluation framework, questions, methods and work plan. The STC should seek to find practical ways to assess the overall innovation impact of the AF, both in its operations and its funded projects, and is requested to provide a brief outline of the approach to be employed as part of this application. The report will also include the Fund's position in the larger landscape for scalability in the development and adaptation finance space.	March ′22	15
Deliverable 2. Summary of foundational review on scalability in CCA The deliverable includes a literature review on scalability in climate change adaptation and related fields. It should also provide an overview of current usage of related terms in the adaptation finance space, establish the working definitions to be used to describe scalability (i.e. various types of scaling), and differentiate the concept as necessary from closely related terms such as replicability.		25
Deliverable 3. Portfolio analysis and case studies (internal working document) The portfolio analysis (including completed projects and those under implementation as well as proposals in the pipeline) will look at how (and to what extent) scalability is evidenced in project design and implementation. Based on pre-agreed criteria, AF (and possible external) case studies will be identified and analyzed to extract knowledge and provide evidence on the elements, paths, drivers, enabling conditions and barriers related to scalability. In addition, case studies from the Fund will contribute to accountability by assessing the consistency of the portfolio with expressed expected results which AF has developed regarding scalability.	April-June '22	25
Deliverable 4. Evaluation report and synthesis of relevant lessons and evidence from the Fund and broader peers. Drawing on the work done, the STC will draft the final report of the evaluation. It is envisioned that the draft will go through two rounds of review and revision. The report should contain the mapping of the Fund's operations with innovative components, identification of intended outcomes and results, Theory of Change, and main factors that influence their effectiveness. The final report should be no longer than 40 pages in length not including annexes. The STC will also draft a two-page briefing paper for national actors (NIEs and Focal Points) on the findings of the thematic evaluation.	June-Sep '22	15

¹⁰ Subject to revision.

Finally, a PowerPoint presentation on the findings and recommendations will be prepared by the STC, and the STC may be required to participate as necessary in public presentation of the results in the form of a webinar or webinars.

6. 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. The consultant will ensure that these principles are followed in the processes and products.

- 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 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 experience 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, utilize and build on good, new, ethical MEL approaches and practice in the CCA and related fields.
- 7. **Respect and utilize 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 utilization 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.

7. Compensation, payments and other arrangements

The consultancy will take place at the consultant's own place of work.

The position is for a maximum of 65 days under fiscal year 2022 (FY22) and 15 days under FY23 for an agreed net / gross daily rate of US\$ xxx. All contracts with the Adaptation Fund / AF-TERG are World Bank contracts and follow the relevant rules and regulations of the Bank. The contract is for the period from contract start (envisaged for March 1, 2022 to June 30, 2023 - March 1, 2022 – June 30, 2022 is in FY22, and July 1, 2022 – June 30, 2023 is in FY23). The total cost of this contract is US\$ xxx. 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 Secretariat Manager and need to be approved prior to the beginning of extra work. Technical supervision and oversight of the work will be provided by an AF-TERG member.

Payments for deliverables will be processed upon approval by the TTL.

Although not expected, but in case of any travel, this will be done following World Bank rules and procedures. All travel requires approval of the TTL prior to the trip and will require a specific and separate terms of reference. All travel expenses will be paid and/or reimbursed separately.

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.