

TERMS OF REFERENCE

TERMINAL EVALUATION TERMS OF REFERENCE

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the **Strengthening the Protected Area Network in Southern Tanzania: Improving the Effectiveness of National Parks in Addressing Threats to Biodiversity** (PIMS 3253)

The essentials of the project to be evaluated are as follows:

PROJECT SUMMARY TABLE

Project Title:	Strengthening the Protected Area Network in Southern Tanzania: Improving the Effectiveness of National Parks in Addressing Threats to Biodiversity			
GEF Project ID:	3965		<i>at endorsement (Million US\$)</i>	<i>at completion (Million US\$)</i>
UNDP Project ID:	3253	GEF financing:	5.3	5.3
Country:	Tanzania	IA/EA own:	1.0	TBD
Region:	Africa	Government:	11.1	7.2
Focal Area:	Biodiversity	Other:	0.3	0.4
FA Objectives, (OP/SP):	SP3	Total co-financing:	12.1	TBD
Executing Agency:	Tanzania National Parks Authority (TANAPA)	Total Project Cost:	17.4	TBD
Other Partners involved:	Ministry of Natural Resources and Tourism	ProDoc Signature (date project began):		June 2011
		(Operational) Closing Date:	Proposed: December 2016	Actual: December 2017

OBJECTIVE AND SCOPE

The project was designed to increase the effectiveness of the National Parks in protecting biodiversity and provide for the long-term ecological, social and financial sustainability of that system. The focus was on the new and developing Southern Circuit of Tanzania's National Parks, reflecting the fact that with some exceptions, the management effectiveness of NPs in this region remained sub-optimal, relative to the Government's desired levels and tourism numbers remained low. The project aims to increase the effectiveness of the National Parks in protecting biodiversity and provide for the long-term ecological, social and financial sustainability of that system that are able to reduce anthropogenic pressures on the sites and secure biodiversity status within them. The project has been designed to address PA management barriers of (a) a lack of proper connectivity between isolated PAs, for larger mammal movements and to buffer against climate change impacts and (b) lack of management capacity and financial planning to bring people to the area and to prevent the various threats to the area through two complementary components namely:

1. **Integrating Management of NPs and Broader Landscapes:** This first component entailed the creation of active and functioning inter-sectoral District land management coordination mechanism between TANAPA, district authorities and the Wildlife Division (WD) and involved planning, implementation, and monitoring by key state and civil society partners on biodiversity management measures for the Greater Ruaha Landscape (37,000km²) and Greater Kitulo-Kipengere Landscape (2,150k m²). This approach would secure PAs, wildlife corridors and dispersal areas.
2. **Strengthening NP Operations:** This second component will engineer the delivery of an integrated package of PA management functions., The project will initiate financial and business planning on both landscape and individual PAs and will provide funding for basic infrastructure and field equipment across the Southern Circuit Sites

PROJECT GOAL, OBJECTIVE, OUTCOME, COMPONENTS AND OUTPUTS

The Project Goal is to ensure the Southern Tanzania's biodiversity and ecosystem values are conserved and provide sustainable benefit flows at local, national and global levels through the establishment of landscape planning mechanisms and enhanced operational capacity.

The project is responsible for achieving the following project objective: The biodiversity of Southern Tanzania is better represented and buffered from threat within National Parks. The project is designed to lift the barriers to establishment of a landscape approach to the management of biodiversity. The project objective will be achieved through the implementation of two complementary components namely:

Component 1: Integrating Management of National Parks and Broader Landscapes in Southern Tanzania. This first component entails the creations of an inter-sectoral district land management coordination mechanism between TANAPA, district authorities and the Wildlife Division (WD) and will also involve planning, implement, and monitoring by key state and civil society partners on biodiversity management measures for the Greater Ruaha and Greater Kitulo Kipengere landscapes. The project will set up inter-sectoral district land administration mechanisms and

develop land use plans; to ensure that land in ecologically sensitive areas is allocated to conservation compatible land uses through an integrated landscape management planning process. Development impact assessments will be undertaken, to define acceptable land uses and management practices. Support will be rendered to strengthen the enforcement framework, to ensure compliance and guard against chaotic, unplanned economic development, which is leading to habitat degradation and loss elsewhere in Tanzania. This component will also ensure that TANAPA has the competence and staff skills to lead land use planning, management and monitoring in landscapes and have improved, staffed community extension services to ensure effective engagement between communities and park authorities.

Specific outcomes of the first component are expected to be:

- A working model for integrating management of NPs and wider productive landscapes is piloted and adapted in 7 Districts in Southern Tanzania and secures wildlife corridors and dispersal areas covering over 39,000 km² in the Greater Ruaha and Greater Kitulo-Kipengere ecological landscapes
- Integrated landscape management approach is replicated by TANAPA in at least one additional ecological landscape in southern Tanzania.
- No net loss of natural habitat in major habitat blocks identified as critical for wildlife dispersal and at least 40% reduction in hunting pressures in these blocks.
- PAs expanded to encompass two ecologically sensitive wildlife corridor areas linking Kitulo NP to Mt Rungwe and to Mpanga Kipengere Game Reserve), creating a linked 'Greater Kitulo-Kipengere landscape' totaling over 2,000 km².

Component 2: Operations Support for National Park Management in Southern Tanzania. This second component focuses at addressing threats within the NP boundaries by engineering the delivery of an integrated package of PA management functions. Based on needs assessment commissioned at the start of the project, funding will be provided for basic infrastructure and field equipment across the Southern Circuit Sites. An emphasis will be placed on building operations capacity at PA sites that have not previously benefitted from such investment (i.e. Ruaha expansion and Kitulo NPs). This support will be accompanied by the development of business plans for the sites, to define the optimum operations support needed to address threats in a cost effective and sustainable manner.

Specific outcomes of the second component include the following:

- Core NP operations strengthened in Southern Tanzania covering over 22,000 km² leading to the effective detection and deterrence of poaching and fire risks. This is evidenced in a reduction in poaching activity, retaliatory wildfires set by poachers, and grazing of cattle where proscribed.

- Management Effectiveness Score for NPs in Southern Tanzania increased over the baseline score by at least 40%.

Specifically, the project will deliver 12 Outputs, organized within the two components and summarized in the Project Logical Framework (Annex A)

The TE will cover the entire Project.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects:

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

EVALUATION APPROACH AND METHOD

An overall approach and method¹ for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR (Annex C). The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Dar es Salaam, Iringa, Mbeya and possibly Arusha & Dodoma; including the following project sites (Ruaha, Mapanga Kipengele and Kitulo). Interviews will be held with the following organizations (see table below) and individuals at a minimum.

List of stakeholders to be consulted (look at this)

Category	Stakeholder	location
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¹ For additional information on methods, see the Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 7, pg. 163

Government stakeholders (National)	Dar: UNDP, MOF, MNRT, DW, VPO Arusha: TANAPA Dodoma: PMO-RALG	Dar Arusha Dodoma
Local governments	Regional government District Councils	TBD
NGOs	Wildlife Conservation Society World Wildlife Fund African Wildlife Foundation	TBD
Development Partners	USAID World Bank	Dar
Private Sector	Tour operators Lodge owners Film and media producers, local artists	Iringa and in Ruaha

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in Annex B of this Terms of Reference.

EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see Annex A), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex D.

Evaluation Ratings:			
1. Monitoring and Evaluation	rating	2. IA& EA Execution	rating
M&E design at entry		Quality of UNDP Implementation	

M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	rating	4. Sustainability	rating
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental:	
		Overall likelihood of sustainability:	

PROJECT FINANCE / COFINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table XX below, which will be included in the terminal evaluation report.

Table XX. Project co-financing (in US\$)

Sources of Co-financing	Name of Co-financer	Type of Co-financing	Amount Confirmed at approval	Actual Amount Materialized at MTR June 2016	Amount Materialized at TE August 2017	Amount % of Expenditure
Donor	GEF	Grant	5,304,500	2,930,240	5,285,397	99.64%
Donor	UNDP	Grant	1,000,000	422,802	611,197	61.12%
National Government	TANAP A	Cash	10,700,000	7,180,112	TBD	67.1%
National Government	Wildlife Division	In-kind	150,000	423,818	TBD	282.5%
National Government	PMO-RALG	In-kind	210,000	Not available	TBD	TBD
Total Project funds			17,364,500	10,956,973		
Total Co-finance funds			12,060,000			
Ratio Co-finance: GEF funds			2.27			

Source: data supplied by UNDP CO and PCU

MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b)

verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.²

CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions, recommendations and lessons**. Conclusions should build on findings and be based in evidence. Recommendations should be prioritized, specific, relevant, and targeted, with suggested implementers of the recommendations. Lessons should have wider applicability to other initiatives across the region, the area of intervention, and for the future.

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in **Tanzania**. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

EVALUATION TIMEFRAME

The total duration of the evaluation will be 30 days over the time period of about 8 weeks according to the following plan:

Activity	Timing	Completion Date
Preparation	3 days	15 - 17 August
Presentation of Inception Report	1	18 August
Evaluation Mission	14 days	19 – 1 September
Draft Evaluation Report	8 days	2 – 9 September
Presentation of Initial Findings	1 day	11 September
Allow 2 weeks for draft circulation to obtain comments from Partners	-	12-22 Sept 17.
Consultant respond & incorporates comments	3 days	23-25 Sept 17
Submission of the Final Report Final Report	-	26 September

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

² A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROTI Handbook 2009](#)

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission. (by 18 Aug 2017)	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission	To project management, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO for uploading to UNDP ERC.

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail' (Annex H), detailing how all received comments have (and have not) been addressed in the final evaluation report.

TEAM COMPOSITION

The evaluation team will be composed of 1 international and 1 national evaluators. The international consultant will be designated team leader and will be responsible for finalizing the evaluation report. The two consultants will form a team making a joint presentation at the end of the assignment. The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The Team members must present the following qualifications:

- Minimum 7 years of relevant professional experience (10%)
- Knowledge of UNDP and GEF (10%)
- Previous experience with results-based monitoring and evaluation methodologies; (20%)
- Technical knowledge in the targeted focal area(s) (20%)
- Knowledge of Biodiversity Management, Wildlife Conservation Management, Environmental sciences and Natural Resources Management (10%)

EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluations'

PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
10%	No later than 2 weeks following contract signature
40%	Following submission and approval of the 1ST draft terminal evaluation report
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

APPLICATION PROCESS

Applicants are requested to apply online (indicate the site, such as <http://jobs.undp.org>, etc.) by Individual consultants are invited to submit applications together with their CV for these positions. The application should contain a current and complete C.V. in English with indication of the e-mail and phone contact. Shortlisted candidates will be requested to submit a price offer indicating the total cost of the assignment (including daily fee, per diem and travel costs).

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply

%	Milestone
10%	No later than 2 weeks following contract signature and after submission of acceptable Inception Report
40%	Following submission and approval of the IST draft terminal evaluation report
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal


APPLICATION PROCESS

Applicants are requested to apply online. Individual consultants are invited to submit applications together with their CV for the position. The application should contain a current and complete C.V. in English with indication of an e-mail address and phone number for contact.

UNDP applies a fair and transparent selection process that will consider the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.

Approved by:

Amon Manyama – Head of Programme

for 
Signature:

Date: 17-07-2017
Date: