

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 Operational and Financial Sustainability of the National Protected Area System' project (PIMS 3832)*

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

PROJECT SUMMARY TABLE

Project Title:	<i>Strengthening the Operational and Financial Sustainability of the National Protected Area System' project</i>			
GEF Project ID:	3764		<i>at endorsement (Million US\$)</i>	<i>at completion (Million US\$)</i>
UNDP Project ID:	3832 Atlas ID 59298	GEF financing:		
Country:	Jamaica	IA/EA own:		
Region:	Latin America and Caribbean	Government:		
		Other/TNC:		
		Other/KFW:		
Focal Area:	Biodiversity	Other/UNDP:		
FA Objectives, (OP/SP):		Total co-financing:		
Executing Agency:	NEPA	Total Project Cost:		
Other Partners involved:	ProDoc Signature (date project began):			08-July 2010
		(Operational) Closing Date:	Proposed: Feb 2016	Actual: April 2017

OBJECTIVE AND SCOPE

The Government of Jamaica received support through the Global Environment Facility for implementing a 6-year Full Sized Project entitled “*Strengthening the Operational and Financial Sustainability of the National Protected Area System*” (NPAS). The project is being executed by the United Nations Development Programme (UNDP) and implemented by the National Environment and Planning Agency (NEPA) in collaboration with the Forestry Department, Jamaica National Heritage Trust and the Fisheries Division.

Jamaica's biodiversity is threatened on a variety of fronts. The cumulative impacts include the accelerated loss of vulnerable habitats and associated species, the reduction of ecological functionality and the growing insecurity of ecosystem services. As links are broken between remaining natural areas, Jamaica's marine and terrestrial eco-systems are becoming ever more fragmented. Opportunities for communities to realize the potential social and economic benefits accruing from biodiversity are lost. These issues are compounded and accelerated by the current institutional capacity that fails to ensure appropriate site and system level protected area management. Protected areas in Jamaica are managed by four (4) entities: the National Environment & Planning Agency (NEPA), the Forestry Department (FD), the Fisheries Division and the Jamaica National Heritage Trust (JNHT). The environment within which the Protected Areas operate include a complex mix of legislation, policies, management authorities, and management actors. In addition, there are a wide range of categories of protected areas that are subject to different regimes for protection, based on their management objectives.

The Government of Jamaica (GoJ), through the Protected Areas Committee prepared a Protected Areas System Master Plan (PASMP). This Master Plan outlined a comprehensive and representative road map for coordinated and effective planning and management of the PAs. The PASMP also outlined the lack of financial sustainability of the national protected area system (NPAS) as a significant gap in the system and recognized that urgent action should be taken to ensure a more sustainable approach to financing the activities for the PAs. A financial sustainability plan was therefore developed for the NPAS to outline actions and recommendations to ensure sustainability from an ecological and social perspective. The PASMP was approved by the Cabinet in November 2015.

Implementation of the 6-year project began in July 2010 and ended in July 2016. At the end of July 2016, project delivery was approximately 71%. A no-cost extension of time was requested to complete the remaining 29% of the project work which included the finalization of five key project targets. The project was also given additional time to March 2017 to implement the project close-out processes. The project will be administratively and financially closed-out during that period.

The project was designed to address the following barriers to biodiversity conservation and management of protected areas:

- (1) Inadequate funding sources and financial management mechanisms.
- (2) Limited consolidation of the NSPA at programmatic level; and
- (3) Inadequate capacities and tools for effective PA management.

The project was therefore designed to implement solutions to remove these barriers and to support the implementation of Jamaica's Protected Areas System Masterplan.

The project's objective of strengthening the operational and financial sustainability of Jamaica's National System of Protected Areas was addressed through three components:

- 1) Strengthening of the planning and revenue generation mechanisms for financial sustainability of the system
- 2) Rationalizing and integrating the national protected areas system; and
- 3) Increasing the effectiveness of protected areas management towards improved operational mechanisms

1.1 Major Project Outcomes and Outputs

There are 3 project outcomes and nine major project outputs. Over the six years of project implementation a total eleven (11) project targets were monitored.

Outcome 1: Strengthening of financial planning and revenue generation

Output 1.1: Protected Area Trust Fund and Establishment of a Revolving Fund

Output 1.2: Model site-level business plans

Output 1.3: Revenue generation mechanisms in five key protected areas

Output 1.4: Operational plan for Protected Areas (PA) system financial strategy

Outcome 2: Rationalizing and Integrating the NPAS

Output 2.1: National protected areas legislation and supporting legal framework

Output 2.2: New and expanded PA network

Outcome 3: Increasing the effectiveness of PA management

Output 3.1: Eight new and updated protected area management plans

Output 3.2: Monitoring and evaluation system for protected area management

Output 3.3: Conservation based economic development established in or near five protected areas

Output 3.4: Communication strategy to raise key stakeholder awareness and build national constituency to support NPAS

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the [UNDP Terminal 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 see [Annex D](#)) 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 Jamaica, including the project sites (*see Annex C*). Interviews will be held with the following organizations and individuals at a minimum: (*see Annex C*).

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	

¹ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

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 below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants								
Loans/Concessions								
• In-kind support								
• Other								
Totals								

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 *Jamaica*. 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 (if necessary). 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 35 days over a time period of 8 weeks according to the following plan:

Activity	Timing	Completion Date
Preparation	3 days (<i>recommended: 2-4</i>)	<i>Date 23 June 2017-</i>
Evaluation Mission	15 days (<i>r: 7-15</i>)	<i>Date 10 -21 July 2017</i>
Draft Evaluation Report	10 days (<i>r: 5-10</i>)	<i>Date 4 August 2017</i>
Draft Final Report	7 days (<i>r: 1-2</i>)	<i>Date: 25 August 2017</i>

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission: <i>23 June 2017</i>	Evaluator submits to UNDP CO

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](#)

Draft Report Presentation	Initial Findings	End of evaluation mission: <i>21 July 2017</i>	To project management, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission: <i>11 August 2017</i>	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft: <i>25 August 2017</i>	Sent to CO for uploading to UNDP ERC.

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', 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 /national evaluators)*. 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:

Academic Qualifications/Education

- Bachelor's degree in Social Sciences or other similar studies from an accredited university
- Training and certification in research methodology, monitoring & evaluation, or results-based management (RBM) is an asset
- Experience with the conduct of Global Environment Facility project evaluation

Desirable Skills and Experience

- Practical knowledge and experience of evaluation (evaluation of at least 4 projects)
- Technical knowledge in biodiversity would be an asset
- Experience in research analysis
- Strong report-writing skills
- Good oral and written communication skills
- Familiarity with UN and GEF programming and evaluation principles and guidelines.
- Experience with national and project stakeholder engagement using participatory methodologies (including quantitative, qualitative methods)
- Knowledge of protected areas management, natural resources management or environmental management preferably through country experience in Jamaica or the Caribbean is required

Language skills

- Excellent working knowledge of English

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
20%	Following submission of Inception report
30%	Following submission and approval of the 1ST draft terminal evaluation report and presentation
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

APPLICATION PROCESS

Applicants are requested to apply by 2 June 2017. 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.

Please submit the following to demonstrate your interest and qualifications by explaining why you are the most suitable for the work:

- **Cover letter** explaining why you are the most suitable candidate for the advertised position.
- **Completed P11 form** (Personal History Form) for Service Contracts and Individual Contracts, including past experience in similar projects and contact details of referees. A resume or CV should also be included.
- **Technical Proposal** – should include (a) detailed proposed strategy or methodology, work plan timeline; risks or limitations; consideration of a gender approach for assignment; (b) detailed profile of the expertise of the consultant, especially as it relates to experience in the evaluation; (c) an evaluation matrix that describes what the most appropriate questions and feasible data collection methods are for each of the questions identified in your evaluation plan. **N.B.** Do not copy and paste the TOR.
- **Financial Proposal** - specifying a total lump sum amount for the tasks specified in this announcement. The financial proposal shall include a breakdown of this lump sum amount (number of anticipated working days and any other costs such as per diems, travel and incidental expenditures in project sites). It should include all potential expenditures to complete work. This financial proposal should include costs to deliver the work plan. **N.B.** Do not put the cost of your financial proposal in your cover letter or technical proposal.

Incomplete applications will not be considered. Please make sure you have provided all requested documents.

UNDP applies a fair and transparent selection process that would take into account both the technical qualification of Individual Consultants as well as their financial proposals. The contract will be awarded to the candidate obtaining the highest combined technical and financial scores. UNDP retains the right to contact references directly. In cases where a large number of applications are received, we are able to inform only the successful candidates about the outcome or status of the selection process.

Evaluation of Applicants

Individual consultant will be evaluated based on a cumulative analysis taking into consideration the combination of the applicant's qualifications and financial proposal.

The award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/acceptable
 - Having received the highest score out of a predetermined set of weighted technical and financial criteria specific to the solicitation
 - Only the highest ranked candidates who would be found qualified for the job for the job will be considered for the Financial Evaluation.
1. *Technical Criteria* - 80% of total evaluation – max points: 80
 2. *Financial Criteria* - 20% of total evaluation – max points: 20

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

Evaluation Criteria for Applicants

Criteria	Weight	Max. Points	Guidance on Scoring
Technical	70%	70	
Bachelor's degree in Social Sciences or other similar studies from an accredited university; Training and certification in research methodology, evaluation, or results-based management (RBM)	20%		17 points allocated if candidate has a Bachelor's degree or higher in Social Sciences, 10 points if candidate has a Bachelor's degree or higher in another area outside of social sciences; 1 additional point each awarded if candidate has training or certification in one of the specified areas
Academic Qualifications (Total)	20%	20	Total – Academic Qualifications
Experience with the conduct of Global Environment Facility (GEF) project evaluation	5%		Full points awarded if candidate has conducted GEF evaluations; 0 points if no indication of experience
Experience with national and project stakeholder engagement using participatory methodologies (including quantitative, qualitative methods)	10%		Full points allocated if 3 or more experiences/use of participatory methodologies with national and/or project stakeholders. 3 points for 2 experiences, 2 points for 1 experience; 0 points if no indication of experience
Practical knowledge and experience of evaluation (evaluation of at least 4 projects)	10%		2.5 points allocated for each relevant evaluation experience, up to 4 projects (10 points for 4 projects)
Years of relevant experience (Total)	25 %	25	Total Score – Relevant Experience

Proposed methodology for conducting the assignment	15%		Points awarded according to: (3) clarity, (3) feasibility, (3) specificity of proposed approach to scope of work, (2) proposed instruments, tools or materials required, (2) explanation of risk and limitations, (2) clear work plan and proposed use of time
Knowledge of protected areas management, biodiversity; natural resources management or environmental management preferably through country experience in Jamaica or the Caribbean	5%		Full points allocated if candidate demonstrates knowledge of protected areas management, biodiversity; natural resources management or environmental management in the Caribbean; 0 points if no indication of experience in these areas
Experience in research analysis	2.5%		Points awarded related to number of years/experiences with the conduct of research analysis. Full points if indication of 5 or more years/experiences; 1 point per year up to 5 years
Strong report-writing skills	2%		Full points allocated if candidate has 5 or more first authored publications or reports ; 4 points if 4 first authored publications or reports; 3 points if have 3 or less; 0 points if no indication of report writing
Familiarity with UN and GEF programming and evaluation principles and guidelines.	.5%		Full points if have 1 or more experiences with UN Agency projects or programmes
Total – Competencies	25%	25	Total Competencies Score
Total Technical Score	70%	70	Total Technical Score

ANNEX A: PROJECT LOGICAL FRAMEWORK

Strengthening the Operational and Financial Sustainability of the National Protected Areas

Revised Project Results Framework Document

Changes indicated in Columns titled **Revised Indicators** and **Revised Targets End of Project**

Objective and Outcomes	Original Indicator	Revised Indicators	Baseline	Original Targets End of Project	Revised Targets End of Project	Justification for Change	Mean of verification	Responsible	Frequency	Cost
Project Objective: To consolidate the operational and financial sustainability of Jamaica's National System of Protected Areas	Increase in NSPA operational sustainability measured by average METT score for all PAs based on the following definitions: High (75-100), Medium (55-74), Low (<55).	NPAS operational sustainability measured by average METT score for all PAs based on the following definitions: High (75-100), Medium (55-74), Low (<55).	High: 0 Number of PAs Medium: 4 Number of PA Low: 28 Number of PA	High: Number of PAs -2 Medium: Number of PAs - 6 Low: Number of PAs -24	High: 2 number of PAs Medium: 9 number of PAs Low: 21 number of PAs	The system has recognized that the scores for the Forest Reserve areas were already at a high level based on interventions. We therefore reduced the number of PAs with low scores and increased the number of PAs for medium scores	METT scorecard applied at MTE and FE	Fisheries Division Forestry Department NEPA JNHT	Three (3) times: start, middle, end.	
	Increase in NSPA financial capacity measured by Financial Sustainability Scorecard	NPAS financial capacity measured by Financial Sustainability Scorecard	Financial Score (Part 2): 53	Financial Score (Part 2): 122 (Note: The highest score possible is 225)	Financial Score (Part 2): 122 (Note: The highest score possible is 225)	No change in target only the name of the system	Financial Sustainability Scorecard applied at MTE and FE	Fisheries Division Forestry Department NEPA JNHT	Three (3) times: start, middle, end.	
	Change in area of Closed Broad-leaf Forest within NSPA sustained	Area of closed broad-leaf forest within NSPA %area of living reef within 10	Broad-leaf: 88,000 hectares Reef: 3% - 30% living	Broad-leaf: 88,000 hectares Reef: 3% - 30% living	No change in area of Closed Broad-leaf Forest: 88,000 hectares	The Country currently does not	PA reports Closed Broad-leaf: Forestry Department	Forestry Department		

Objective and Outcomes	Original Indicator	Revised Indicators	Baseline	Original Targets End of Project	Revised Targets End of Project	Justification for Change	Mean of verification	Responsible	Frequency	Cost
	<p>Change in area of living reef within 10 NSPA monitoring sites sustained</p> <p>Change in population number of 4 key indicator species: Endemic Giant Swallowtail Butterfly (<i>Pterouus humerus</i>), endemic Jamaican BlackBird (<i>Nesopsar niggerrimus</i>), Hawksbill Turtle (<i>Eretmochelys imbricate</i>), and Queen Conch (<i>Strombus gigas</i>).</p>	<p>NPAS monitoring sites</p> <p>Population of 4 indicator species in proposed PAs:</p> <ol style="list-style-type: none"> 1. Endemic Giant Swallowtail Butterfly (<i>Pterouus humerus</i>), Jamaican BlackBird (<i>Nesopsar niggerrimus</i>), Hawksbill Turtle (<i>Eretmochelys imbricate</i>), and Queen Conch (<i>Strombus gigas</i>) 2. Queen Conch (<i>Strombus gigas</i>) 3. Black Bill Parrot (<i>Amazona agilis</i>) 	<p>Number of individuals of: endemic Giant Swallowtail Butterfly (<i>Pterouus humerus</i>), endemic Jamaican BlackBird (<i>Nesopsar niggerrimus</i>), Hawksbill Turtle (<i>Eretmochelys imbricate</i>), and Queen Conch (<i>Strombus gigas</i>) (exact figures to be determined at project inception)</p>	<p>Status of 3 key indicator species: endemic Giant Swallowtail Butterfly (<i>Pterouus humerus</i>), endemic Jamaican BlackBird (<i>Nesopsar niggerrimus</i>), Hawksbill Turtle (<i>Eretmochelys imbricate</i>), and Queen Conch (<i>Strombus gigas</i>) (exact figures to be determined at project inception)</p>	<p>Increase in area of Reef: 3% - 30% living</p> <p>Distribution and Density of endemic Swallowtail Butterfly same as baseline data</p> <p>No change in Queen Conch: Depth Strata (metres) 0 -10 – 243 conch/hectare 10-20 – 145 conch/hectare 20-30 – 165 conch/hectare</p> <p>Biomass estimate –</p>	<p>collect species data for the Indicator Species endemic Jamaican BlackBird (<i>Nesopsar niggerrimus</i>) and Hawksbill Turtle (<i>Eretmochelys imbricate</i>) outlined in the Project Document. The Biodiversity authorities within the country have indicated that the indicator Species should be modified to reflect those for which data is collected and be representative of plants and animals. Therefore, in addition to the Conch and the Swallowtail Butterfly, Jamaica will use Black Bill Parrots and Yellow Bill Parrots</p>	<p>annual report submitted to FAO</p> <p>Annual —Status of the Reef Report submitted by Jamaica Coral Reef Monitoring Network (JCRMN) to NEPA.</p> <p>NEPA's reports on the Black-Billed and Yellow-Billed Parrots</p> <p>Windsor Research Centre Reports on the Giant</p>	NEPA		

Objective and Outcomes	Original Indicator	Revised Indicators	Baseline	Original Targets End of Project	Revised Targets End of Project	Justification for Change	Mean of verification	Responsible	Frequency	Cost
		4. Yellow Bill Parrot (<i>Amazona collaris</i>)			12,214 metric tonne Distribution and Density of Black Bill Parrots same as baseline data Abundance of Yellow Bill Parrots same as baseline data		Swallowtail Butterfly Queen Conch Annual Reports			
Outcome 1: Strengthening of planning and revenue generation	Increase in Protected Area Trust Fund principle and annual disbursement to NSPA	Increase in Protected Area Trust Fund principal and annual disbursement to NPAS	Trust Fund Principle: 0 Annual Disbursement to NSPA: 0	Trust Fund Principle: US\$ 3.35 million Annual Disbursement to NSPA: US\$300,000	Caribbean Biodiversity Fund (CBF) Principal: US\$ 3.35 million Disbursement to NPAS: US\$100,000 – US\$250,000	Annual disbursement to NPAS of US\$300,000 will not be achievable as the Caribbean Biodiversity Fund has indicated that they will not be ready to disburse funds to the local Trust Funds until early 2016. The project would have ended by then.	Trust Fund reports Project Reports Trust Fund bank statements			

Objective and Outcomes	Original Indicator	Revised Indicators	Baseline	Original Targets End of Project	Revised Targets End of Project	Justification for Change	Mean of verification	Responsible	Frequency	Cost
						As per the CBF vertical agreements which will be finalized in 2015, the principal for the Trust Fund should be shunted to the CBF where the principal received on behalf of participating countries will be placed in an Endowment Fund. Local trust funds in the relevant countries will then benefit from the interest earned (not exceeding US\$250,000 annually)				
	Increase in the amount of cash received by the revolving fund	Amount of funds generated locally by the Local PA Trust Fund % of the Trust Fund principal generated locally	\$0	US\$3 m	US\$100,000-300,000	The term "Revolving Fund" was changed to "Local Trust Fund" and this is the universal term being used by all countries as well as the CBF. Additionally we have changed the target from	Trust fund reports			

Objective and Outcomes	Original Indicator	Revised Indicators	Baseline	Original Targets End of Project	Revised Targets End of Project	Justification for Change	Mean of verification	Responsible	Frequency	Cost
						US\$3M to a range of US\$100,000-300,000 as the CBF has adjusted its mechanism for the transfer of funds, i.e. countries will receive interest earned on their relevant principal. Again it should be noted that the CBF will not be ready to commence disbursements to local trust funds until early 2016.				
	Increase in annual government funding for PAs	Increase in annual government funding for PAs	US\$4,097,000	US\$4,916,400 (20% increase)	US\$4,500,000-\$4,900,000 (12%-20% increase)	Based on value of the Jamaican dollar over years we feel that we will be able to fall within a range instead of a set target of US\$4.9M (20% increase)	Financial Scorecards			
	Increase in annual non-government resources	Increase in annual non-government resources	USD 1,575,987	US\$ 1,892,935 (20% increase)	US\$1,650,000-\$1,891,184 (15%-20% increase.)	Based on value of the Jamaican dollar over years we feel that we will be able to fall within a range instead of a set target of US\$1.8M (20%	Financial Scorecards			

Objective and Outcomes	Original Indicator	Revised Indicators	Baseline	Original Targets End of Project	Revised Targets End of Project	Justification for Change	Mean of verification	Responsible	Frequency	Cost
	N/A	Local Protected Area Trust Fund 100% established and operational by 2016	0 Protected Areas Trust Fund existing locally	N/A	Establishment of the Local Trust Fund by 2014 Operationalization of the Local Trust Fund by 2016	increase) This was listed as an output in the original framework document but a target and indicator were not defined.	Trust Fund reports			
	Percentage of Protected Areas with Business Plans that reflect NSPA standards	Number of Protected Areas with Business Plans that reflect NPAS standards	0 PAs with business plans that reflect NSPA standards	8 PAs with Business Plans that reflect NSPA Standards (25% increase)	8 PAs with Business Plans that reflect NPAS standards	Target refers to a number and indicator changed accordingly	Business Plan documents			
	N/A	Number of Protected Areas with mechanisms to generate revenue at the site level	1 PAs with mechanisms to generate Revenue (BJCMNP)	N/A	Revenue generation in 5 PAs	This was listed as an output in the original framework document but a target and indicator were not defined.	Revenue Generation Reports			
	N/A	Extent to which operational plan for the PA system financial strategy developed	No such strategy available	N/A	Operational Plan for the PA system financial strategy developed	This was listed as an output in the original framework document but a target and indicator were not defined.	Operational Plan for PA Financing strategy			
Outcome 2: Rationalizing and	Number of PAs with clearly designated	Number of PAs with clearly designated lead and support	One (1) PA within NSPA legal agreement	32 of PAs within NPAS with legal agreements	4 Protected Areas within the NPAS with legal	The end of project target was revised based on agreement by the				

Objective and Outcomes	Original Indicator	Revised Indicators	Baseline	Original Targets End of Project	Revised Targets End of Project	Justification for Change	Mean of verification	Responsible	Frequency	Cost
integrating the NSPA	lead and support entity	entity	designating PA management authority	designating PA Management authority (100% of PAs)	agreements designating PA Management Authority	<p>managers of the PA System as:</p> <ol style="list-style-type: none"> 1. The nomenclature of 32 PAs is incorrect. There are actually 28 PAs and 4 Forest Regions accounting for over 230 Protected Areas. To have 100% of them with legal agreements is not realistic. 2. Many of the PAs have overlapping jurisdictions (as they fall under more than one of the governing Acts - i.e. Fisheries, NRCA, JNHT or Forestry). It therefore 				

Objective and Outcomes	Original Indicator	Revised Indicators	Baseline	Original Targets End of Project	Revised Targets End of Project	Justification for Change	Mean of verification	Responsible	Frequency	Cost
						becomes complicated to have clearly designated leads/support entity for EACH of the 230 PA.				
	N/A	Status of developing drafting instructions for umbrella PA legislation and the supporting legal framework	0 Umbrella Legislation for NPAS	N/A	Drafting Instructions for umbrella PA legislation and supporting legal framework developed	This was listed as an output in the original framework document but a target and indicator were not defined.	Drafting Instructions /Regulations/Co-management agreements			
	Number of new PA landscapes gazetted and implementing management plans that reflect integrated landscape/seascape wide approaches to combating PA threats	Number of new PA landscapes declared and implementing management plans that reflect integrated landscape/seascape wide approaches to combating PA threats	0 new coastal and marine PA landscape gazetted and implementing management plans that reflect integrated landscape/seascape wide approaches to combating PA threats	One (1) new coastal and one (1) new marine PA landscape gazetted and implementing management plans that reflect integrated landscape/seascape wide approaches to combating PA threats	1 new coastal and one (1) new marine PA landscape declared and have management plans prepared that reflect integrated landscape/seascape wide approaches to combating PA threats	The project document speaks to the "gazetting" of the 2 new PAs. The process towards gazetting includes external forces outside of the control of the project. We suggest that we have the areas "declared" then allow for the gazetting afterwards (which may take years to be achieved)	Official Declaration document PA management plans Project reports			

Objective and Outcomes	Original Indicator	Revised Indicators	Baseline	Original Targets End of Project	Revised Targets End of Project	Justification for Change	Mean of verification	Responsible	Frequency	Cost
						<p>Additionally, areas identified in the document (Pedro Bank and Black River) have complicated usages and no clear management structures. Therefore under the project we will prepare the management plans instead of implementing them as the defined institutional framework to implement may have to be dictated at higher levels.</p>				
Outcome 3: Increasing PA management effectiveness	Increase in PA management effectiveness measured by METT scores	Increase in PA management effectiveness measured by METT scores	METT Scores for 32 PA's: Montego Bay Marine Park - 44 Blue and John Crow Mtn National Park - 72 Negril EPA - 32	METT Scores for 32 PA's increase an average of 25%: Montego Bay Marine Park - 55 Blue and John Crow Mtn National	25% overall increase in METT scores for 50% of the 28 PAs and 4 Forest Regions of NPAS	The project document speaks to 32 PAs but there are 28 PAs and 4 Forest Regions. Based on the information which exists for the NPAS, the PSC agreed that we can see a change in 50% of the	METT Scorecard			

Objective and Outcomes	Original Indicator	Revised Indicators	Baseline	Original Targets End of Project	Revised Targets End of Project	Justification for Change	Mean of verification	Responsible	Frequency	Cost
			<input type="checkbox"/> Negril Marine Park - 39 <input type="checkbox"/> Palisadoes-Port Royal Protected Area - 27 <input type="checkbox"/> Coral Spring-Mountain Spring - 19 <input type="checkbox"/> Portland Bight Protected Area - 36 <input type="checkbox"/> Ocho Rios Protected Areas - 19 <input type="checkbox"/> Mason River protected Area - 54 <input type="checkbox"/> Bogue Islands Fish Sanctuary - 14 <input type="checkbox"/> Bowden Fish Sanctuary - 13 <input type="checkbox"/> Airport Point Fish Sanctuary - 46	Park - 90 <input type="checkbox"/> Negril EPA - 40 <input type="checkbox"/> Negril Marine Park - 48 <input type="checkbox"/> Palisadoes-Port Royal Protected Area - 34 <input type="checkbox"/> Coral Spring-Mountain Spring - 23 <input type="checkbox"/> Portland Bight Protected Area - 45 <input type="checkbox"/> Ocho Rios Protected Areas - 23 <input type="checkbox"/> Mason River protected Area - 67 <input type="checkbox"/> Bogue Islands Fish Sanctuary - 18 <input type="checkbox"/> Bowden Fish Sanctuary - 16 <input type="checkbox"/> Airport		targeted areas.				

Objective and Outcomes	Original Indicator	Revised Indicators	Baseline	Original Targets End of Project	Revised Targets End of Project	Justification for Change	Mean of verification	Responsible	Frequency	Cost
			<ul style="list-style-type: none"> - Discovery Bay Fish Sanctuary - 34 - Bluefields Bay Fish Sanctuary - 33 - Orange Bay Fish Sanctuary - 36 - Galeon Bay Fish Sanctuary - 30 - Salt Harbour Fish Sanctuary - 36 - Galleon Harbour Fish Sanctuary - 32 - Three Bays Fish Sanctuary - 32 - Forestry Northeast - 58 - Forestry Southeast - 56 - Forestry 	<ul style="list-style-type: none"> Point Fish Sanctuary- 57 Discovery Bay Fish Sanctuary - 42 Bluefields Bay Fish Sanctuary - 41 Orange Bay Fish Sanctuary - 45 Galeon Bay Fish Sanctuary - 37 Salt Harbour Fish Sanctuary - 45 Galleon Harbour Fish Sanctuary - 40 Three Bays Fish Sanctuary - 40 Forestry Northeast - 72 Forestry 						

Objective and Outcomes	Original Indicator	Revised Indicators	Baseline	Original Targets End of Project	Revised Targets End of Project	Justification for Change	Mean of verification	Responsible	Frequency	Cost
			Northwest - 40 - Forestry Southwest - 45 Port Royal and Palisadoes - 52 Black River - 21 - Spanish Town - 41 - Titchfield Hill - 43 Falmouth - 35 - Seville - 74 - Rio Nuevo - 17 Mountain River Cave - 44 Mason River Reserve - 54	Southeast - 70 Forestry Northwest - 50 Forestry Southwest - 56 Port Royal and Palisadoes - 65 Black River - 26 Spanish Town - 51 Titchfield Hill - 53 Falmouth - 43 Seville - 92 Rio Nuevo - 21 Mountain River Cave - 55 Mason River Reserve - 67						
	Number of PAs that access and contribute to	Number of PAs that contribute to and/or access biological	One (1) PA contributing to and	32 PA's contributing and	28 PAs and 4 Forest Regions contributing to the JACHM.	The project document speaks to 32 PAs but there are 28 PAs and 4	Project reports Biodiversity			

Objective and Outcomes	Original Indicator	Revised Indicators	Baseline	Original Targets End of Project	Revised Targets End of Project	Justification for Change	Mean of verification	Responsible	Frequency	Cost
	biological information through the CBD Clearing House Mechanism (CHM).	information through the CBD Jamaica Clearing House Mechanism (JACHM).	accessing CBD CHM	accessing the CBD CHM. (100% of PAs)	Accessing of database and website by end users to include PA managers (100% of PAs)	Forest Regions. This is not a change in target but a correction in wording.	CHM reports			
	Percentage of PAs with management plans that reflect NSPA management guideline standards	Number of PAs with management plans that reflect NPAS management guideline standards	0 PAs with Management Plans that reflect NSPA management guideline standards	8 PAs with management plans that reflect NPAS management guideline standards	8 PAs with management plans that reflect NPAS management guideline standards (25% of PAs)	No change	PA management plans Project reports			
	N/A	Extent to which the M&E system for NPA management developed	0 M&E system for NPA Management	N/A	Monitoring and Evaluation system for protected area management developed	This was listed as an output in the original framework document but a target and indicator were not defined	M&E Document			
	N/A	Number of PAs with conservation-based economic activities	0 PAs with conservation based economic activities	N/A	3 PAs with conservation-based economic activities implemented	This was listed as an output in the original framework document but a target and indicator were not defined. The number indicated in the framework document was 5 but given the limited budget	Project Reports			

Objective and Outcomes	Original Indicator	Revised Indicators	Baseline	Original Targets End of Project	Revised Targets End of Project	Justification for Change	Mean of verification	Responsible	Frequency	Cost
						allocated for the activity, the PSC has recommended 3 instead				
	N/A	Status of implementation of Communication Strategy for NPAS		N/A	Communication Strategy for NPAS implemented in 20 Key PAs	This was listed as an output in the original framework document but a target and indicator were not defined				

ANNEX B: LIST OF DOCUMENTS TO BE REVIEWED BY THE EVALUATORS

- a) Strengthening the Operational and Financial Sustainability of the National Protected Area System (NPAS) project document
- b) Quarterly Progress Reports (2010-2017)
- c) Annual Progress Reports (2010-2017)
- d) Annual work plans (2010-2017)
- e) UNDP Country Programme Document for Jamaica 2012-2016
- f) Project technical deliverables
 - i. Establishment of the NCTFJ
 - ii. Business Plans
 - iii. Management Plans
 - iv. Legal Assessments
 - v. Overarching Protected Area Act and Policy
 - vi. Operational plan template for the NPAS
 - vii. Monitoring and evaluation for the NPAS
 - viii. Biodiversity assessment report
- g) Project Board Meeting Minutes, 2010-2017
- h) Project Implementation Reports
- i) Mid-Term Review
- j) GEF Tracking Tool as baseline, mid-term, and terminal stages
- k) UNDP Country Programme Document, 2012-2016
- l) Project Close out Report/Lesson Learned

ANNEX C: LIST OF KEY STAKEHOLDERS

Entity	Contact Name	Contact information
1. National Environment and Planning Agency (NEPA)	<p>Vivienne Williams Thompson</p> <p>Sheries Simpson</p> <p>Alison Foster</p>	<p>Director Planning, Projects, Evaluation and Research National Environment and Planning Agency 10 & 11 Caledonia Avenue Kingston 5 Jamaica Landline: (876) 754-7540 ext. 2332 Cell: (876) 552-6511 Email: vivienne.wthompson@nepa.gov.jm</p> <p>Former Manager: Projects Phone: 876-322-2343</p> <p>Former Projects Coordinator Phone: 876- 440-3437</p>
2. Forestry Department	<p>Marilyn Headley</p> <p>Davia Carty</p>	<p>Executive Director/Conservator of Forests 73 Constant Spring Road, Kingston 8 Landline: (876) 924-2667 Email: mheadley@forestry.gov.jm</p> <p>Manager, Strategic Corporate Planning Forestry Department 173 Constant Spring Road Kingston 8 Tel: 924-2667-8 S/L:924-7154 CUG: 452-4000 Email: dcarty@forestry.gov.jm</p>
3. Fisheries Division, Ministry of Agriculture,	Lt. Commander Paul Wright	<p>CEO, Fisheries Division Marcus Garvey Drive Kingston Landlines: 876-923-8811 Email: fisheries@micaf.gov.jm; pwwright@moa.gov.jm.</p>
4. Jamaica National Heritage Trust	Dorrick Gray	<p>Executive Director 79 Duke St, Kingston Landline: (876) 922-1288 Straightline: 876-960-0740 Email: dorrickgray@jnht.com</p>
5. Jamaica Conservation and Development Trust/ Blue and John Crow Mountain National Park	Dr. Susan Otuokon	<p>Executive Director 25 Eastwood Park Road Kingston 10 Landline: 876-960-2848-9 Mobile: 876-887-6426 Email: jamaicaconservation@gmail.com.</p>
6. Ministry of Finance and Public Service	Renelle Aarons-Morgan	<p>Public Expenditure Division 30 National Heroes Circle, Kingston 4</p>

		Landline: (876) 922-8600 Email: renelle.aarons-morgan@mof.gov.jm
7. Ministry of Economic Growth and Job Creation/ Environment Management Branch	Gillian Guthrie	GEF Operational Focal Point 16a Half Way Tree Road Kingston 5 Landline: 876-633-7500 Email: gillian.guthrie@megic.gov.jm ; Gillian.Guthrie@mwlecc.gov.jm .
8. National Conservation Trust Fund of Jamaica (NCTFJ)	Dr. Elaine Fisher	Chair, NCTFJ cfishjam@yahoo.com
9. Planning Institute of Jamaica	Saskia Frater-Smith	Manager Multilateral Technical Cooperation Unit External Cooperation Management Division 16 Oxford Road Kingston 5 Landline: (876) 935-5084 Mobile (876) 806-4849 Email: Saskia.FraterSmith@PIOJ.gov.jm
10. Montego Bay Marine Park	Hugh Shim	Executive Director/Park Manager Pier 1 Complex, Montego Bay Landline: (876) 952-5619 Email: mbmptmanager@gmail.com
11. GEF Small Grants Programme	Hyacinth Douglas	National Coordinator UNDP Building 1-3 Lady Musgrave Road Kingston 5 Landline: (876) 978-2390-9 ext 2030 Email: hyacinthd@unops.org
12. United Nations Development Programme	Richard Kelly	Programme Specialist 1-3 Lady Musgrave Road Kingston 5 Landline: 978-2390-9 ext. 2035 Email: Richard.kelly@undp.org

Project Site	Contact information
Blue and John Crow Mountain National Park	Dr. Susan Otuokon Executive Director 25 Eastwood Park Road Kingston 10 Landline: 876-960-2848-9 Mobile: 876-887-6426 Email: jamaicaconservation@gmail.com .
Seville Heritage Park	Mr. Dorrick Gray Executive Director, Jamaica National Heritage Trust 79 Duke St, Kingston Landline: (876) 922-1288 Straightline: 876-960-0740 Email: dorrickgray@jnht.com
Montego Bay Marine Park	Mr. Hugh Shim Executive Director/Park Manager Pier 1 Complex, Montego Bay Landline: (876) 952-5619

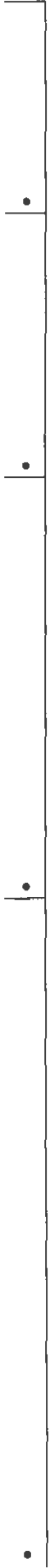
	Email: mbmptmanager@gmail.com
Discovery Bay Special Fisheries Conservation Area)	Mr. Shawn Ascott Mobile: 876-858-3977
Gourie Forest Management Area	Mrs. Davia Carty Manager, Strategic Corporate Planning Forestry Department 173 Constant Spring Road Kingston 8 Tel: 924-2667-8 S/L:924-7154 CUG: 452-4000 Email: dcarty@forestry.gov.jm
Black River	Mrs. Vivienne Williams Thompson Director Planning, Projects, Evaluation and Research National Environment and Planning Agency 10 & 11 Caledonia Avenue Kingston 5 Jamaica Landline: (876) 754-7540 ext. 2332 Cell: (876) 552-6511 Email: vivienne.wthompson@nepa.gov.jm

ANNEX D: EVALUATION QUESTIONS

This is a generic list, to be further detailed with more specific questions by CO and UNDP GEF Technical Adviser based on the particulars of the project.

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
<ul style="list-style-type: none"> Does the project address needs of policy makers, state and non-state practitioners active in the field of protected areas management? 	•	•	•
<ul style="list-style-type: none"> Were the project indicators relevant to the designed outputs? 	•	•	•
<ul style="list-style-type: none"> Were the intended results (outputs and outcomes) adequately defined, appropriate and stated in measurable terms, and are the results verifiable? 	•	•	•
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
<ul style="list-style-type: none"> To what extent have the expected project objectives and outputs been achieved? 	•	•	•
<ul style="list-style-type: none"> Are there any success factors for the achievement or reasons for non-achievement of project outputs? 	•	•	•
<ul style="list-style-type: none"> What were the major challenges, opportunities and obstacles encountered by the project generally? 	•	•	•
<ul style="list-style-type: none"> To what extent has the project achieved its intended and unintended objectives and results? What are the positive and negative, long term effects of the project on direct beneficiaries? 	•	•	•
<ul style="list-style-type: none"> What, if any, progress has been made toward the achievement of the agreed project outcomes? 	•	•	•

Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
<ul style="list-style-type: none"> • Were project risks identified during project development? Were other risks identified during the course of the project and were mitigation measures implemented? 	•	•	•
<ul style="list-style-type: none"> • Were management arrangements appropriate and to what extent did they support the efficiency of the project? What financial management barriers or challenges were experienced during the project period? 	•	•	•
<ul style="list-style-type: none"> • Was project funding spent as planned? Were all activities addressed with the respective budget? 	•	•	•
<ul style="list-style-type: none"> • Did the project M&E systems and practices allow for in-time corrective actions and tracking of the progress towards the expected results (outputs)? 	•	•	•
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
<ul style="list-style-type: none"> • Has a sustainability plan been developed? Was this plan implemented? 	•	•	•
<ul style="list-style-type: none"> • Is there a sustainability programme for the sites that received grant funding under the project? Were the grants effective as a tool for sustainability at the relevant sites? 	•	•	•
<ul style="list-style-type: none"> • Are the beneficiaries committed to continuing working towards project objectives after the project ended? 	•	•	•
<ul style="list-style-type: none"> • Are services developed under the project likely to continue, be scaled up or replicated after the project funding ceases? 	•	•	•
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
<ul style="list-style-type: none"> • Is there any evidence of project impact? If not, does the project have the future potential in impacting the relevant sector(s)? In what ways? How should it be measured? 	•	•	•



ANNEX E: RATING SCALES

<p>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</p> <p>6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems</p>	<p>Sustainability ratings:</p> <p>4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks</p>	<p>Relevance ratings</p> <p>2. Relevant (R) 1.. Not relevant (NR)</p> <p>Impact Ratings:</p> <p>3. Significant (S) 2. Minimal (M) 1. Negligible (N)</p>
<p><i>Additional ratings where relevant:</i> Not Applicable (N/A) Unable to Assess (U/A)</p>		

ANNEX F: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form³

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signature: _____ Date : _____

Location: _____

³www.unevaluation.org/unegcodeofconduct

ANNEX G: EVALUATION REPORT OUTLINE⁴

- i. Opening page:
 - Title of UNDP supported GEF financed project
 - UNDP and GEF project ID#s.
 - Evaluation time frame and date of evaluation report
 - Region and countries included in the project
 - GEF Operational Program/Strategic Program
 - Implementing Partner and other project partners
 - Evaluation team members
 - Acknowledgements
- ii. Executive Summary
 - Project Summary Table
 - Project Description (brief)
 - Evaluation Rating Table
 - Summary of conclusions, recommendations and lessons
- iii. Acronyms and Abbreviations
(See: UNDP Editorial Manual⁵)
1. Introduction
 - Purpose of the evaluation
 - Scope & Methodology
 - Structure of the evaluation report
2. Project description and development context
 - Project start and duration
 - Problems that the project sought to address
 - Immediate and development objectives of the project
 - Baseline Indicators established
 - Main stakeholders
 - Expected Results
3. Findings
(In addition to a descriptive assessment, all criteria marked with (*) must be rated⁶)
- 3.1 Project Design / Formulation
 - Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g., same focal area) incorporated into project design
 - Planned stakeholder participation
 - Replication approach
 - UNDP comparative advantage
 - Linkages between project and other interventions within the sector
 - Management arrangements
- 3.2 Project Implementation
 - Adaptive management (changes to the project design and project outputs during implementation)
 - Partnership arrangements (with relevant stakeholders involved in the country/region)

⁴The Report length should not exceed 40 pages in total (not including annexes).

⁵ UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

⁶ Using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory, see section 3.5, page 37 for ratings explanations.

- Feedback from M&E activities used for adaptive management
- Project Finance:
- Monitoring and evaluation: design at entry and implementation (*)
- UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues

3.3 Project Results

- Overall results (attainment of objectives) (*)
- Relevance(*)
- Effectiveness & Efficiency (*)
- Country ownership
- Mainstreaming
- Sustainability (*)
- Impact

4. Conclusions, Recommendations & Lessons

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives
- Best and worst practices in addressing issues relating to relevance, performance and success

5. Annexes

- ToR
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Evaluation Question Matrix
- Questionnaire used and summary of results
- Evaluation Consultant Agreement Form
- Report Clearance Form
- *Annexed in a separate file:* TE Audit Trail
- *Annexed in a separate file:* Terminal GEF Tracking Tool

ANNEX H: EVALUATION REPORT CLEARANCE FORM

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by	
UNDP Country Office	
Name: _____	
Signature: _____	Date: _____
UNDP GEF RTA	
Name: _____	
Signature: _____	Date: _____

Approval

This TOR is approved by:

Signature:

Elsie Laurence-Chounoune

Name and Designation:

Elsie Laurence-Chounoune, Deputy Resident Representative

Date:

1 May 2017

