UNDP-GEF: TERMS OF REFERENCE FOR MIDTERM REVIEW

ENHANCING THE FOREST NATURE RESERVES NETWORK FOR BIODIVERSITY CONSERVATION IN TANZANIA

1. INTRODUCTION

In accordance with the UNDP-GEF M&E policies and procedures, a Midterm Review (MTR) is due for the full-sized project "**Enhancing the Forest Nature Reserves Network for Biodiversity Conservation in Tanzania**" (PIMS **5106**)" having reached mid-way since the start of its implementation. The project was designed to have a duration of five years project, with the Tanzania Forest Services Agency (TFS) as the main Implementing Partner. Other Responsible Partners include: Ministry of Natural Resources and Tourism (MNRT) and the Eastern Arc Mountains Conservation Endowment Fund (EAMCEF). The project document was signed on 21st June 2015and the project is presently entering its third year of implementation. In line with the UNDP-GEF Guidance on MTRs, this MTR process was initiated after the submission of the second Project Implementation Report (PIR) (August 2017). This Terms of Reference (ToR) sets out the expectations for the MTR.

The MTR process must follow the guidance outlined in the document: *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*

2. PROJECT BACKGROUND INFORMATION

The Global Environment Facility (GEF) in collaboration with UNDP has committed US$ **5.1** million to support strengthening the Nature Reserves network across Tanzania by implementing measures to gazette Nature Reserves and improve their effectiveness in addressing threats to biodiversity conservation, and hence provide for the long-term ecological, social and financial sustainability of that system. The focus is on 6 of 12 gazetted Nature Reserves, reflecting the fact that with some exceptions, the management effectiveness of Nature Reserves is sub-optimal relative to the Government's desired levels, while tourism numbers to these reserves remain low and need to be increased.

3. OBJECTIVES OF THE MID-TERM REVIEW (MTR)

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy, its risks to sustainability.

4. MTR APPROACH & METHODOLOGY

The MTR must provide evidence based information that is credible, reliable and useful. The MTR team, comprised of an international and national expert, will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review). The MTR team will review the baseline GEF focal area Tracking Tool submitted to the GEF at CEO endorsement, and the midterm GEF focal area Tracking Tool that must be completed before the MTR field mission begins.

The MTR team is expected to follow a collaborative and participatory approach[1] ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), UNDP-GEF Regional Technical Advisers, and other key stakeholders.

Engagement of stakeholders is vital to a successful MTR[2]. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to executing agencies, senior officials and task team/ component leaders, key experts and consultants in the subject area, Project Board, academia, local government and CSOs and project stakeholders (TFS, MNRT, Conservators in each Nature Reserve, RAS in relevant regions, NGO partners helping with the management of the different Nature Reserves.)

Additionally, the MTR team is expected to conduct field missions to selected Nature Reserves site (Chome, Magamba, Minziro, Mkingu, Uzungwa and Rungwe – final list to be agreed during mission team briefing considering the accessibility of the sites during the visiting days) to review progress on the ground.

The team will be expected to work jointly to produce one single MTR report, describing the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

5. DETAILED SCOPE OF THE MTR

The MTR team will assess the following four categories of project progress. *See the Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for extended descriptions.

5.1 Project Strategy

Project design:
- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for further guidelines.
- If there are major areas of concern, recommend areas for improvement.

---

[1] For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results, 05 Nov 2013.
[2] For more stakeholder engagement in the M&E process, see the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 3, pg. 93.

Results Framework/Logframe:

- Undertake a critical analysis of the project's Logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

5.2 Progress towards Results

Progress towards outcomes analysis:

- Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red).

Progress towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator[3]	Baseline Level[4]	Level in 1st PIR (self-reported)	Mid-term Target[5]	End-of-project Target	Midterm Level & Assessment[6]	Achievement Rating[7]	Justification for Rating
Objective:	Indicator (if applicable):							
Outcome 1:	Indicator 1:							
	Indicator 2:							
Outcome 2:	Indicator 3:							
	Indicator 4:							
	Etc.							
Etc.								

Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved

In addition to the progress towards outcomes analysis:

- Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review.

---

[3] Populate with data from the Logframe and scorecards
[4] Populate with data from the Project Document
[5] If available
[6] Colour code this column only
[7] Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

5.3 Project Implementation and Adaptive Management

Management Arrangements:
- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.

Work Planning:
- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

Finance and co-finance:
- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Monitoring and Evaluation Systems:
- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

Reporting:
- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications:
- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

5.4 Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:
- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:
- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is

there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned to be documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:
• Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:
• Are there any environmental risks that may jeopardize sustenance of project outcomes?

Conclusions & Recommendations

The MTR team will include a section of the report setting out the MTR's evidence-based conclusions, in light of the findings.[8]

Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for guidance on a recommendation table.

The MTR team should make no more than 15 recommendations total.

Ratings
The MTR team will include its ratings of the project's results and brief descriptions of the associated achievements in a *MTR Ratings & Achievement Summary Table* in the Executive Summary of the MTR report. See Annex C for ratings scales. No rating on Project Strategy and no overall project rating is required.

MTR Ratings & Achievement Summary Table

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	
Progress Towards Results	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	

---

[8] Alternatively, MTR conclusions may be integrated into the body of the report.

Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

6.0 TIMEFRAME

The total duration of the MTR will be within a period approximately 12 weeks (24 effective working days) starting from March 2015 according to the following plan:

TIMEFRAME	ACTIVITY
20th January 2018	Finalise TOR and requisition
25th Jan to 15th Feb 2018	Recruitment for the MTR Team
Late February 2018	Engage the consultant and handover of Project Documents and prepare MTR inception report
1-13th March (13 days)	MTR mission: stakeholder meetings, interviews, field visits
14-15th March (3 days)	Consultations with stakeholder in Dar and Morogoro
16th March (1 day)	Mission wrap-up meeting & presentation of initial findings- earliest end of MTR mission – probably in Morogoro
17-24th March 7 days)	Preparation of the draft report and submit to UNDP CO
25th March to 10th April	Allow time for stakeholders to provide comments
11-14th April (3 days)	Incorporating comments including audit trail from feedback on draft report/Finalization of MTR report and submit to UNDP
15-20th April	Preparation & Issue of Management Response
30 April 2018	Expected date of full MTR completion

Options for site visits should be provided in the Inception Report.

7.0 MIDTERM REVIEW JOINT DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	**MTR Inception Report**	MTR team clarifies objectives, method and schedule for Midterm Review	No later than 2 weeks from the MTR mission start date	MTR team submits to UNDP Country Office
2	**Presentation**	Initial Findings	End of MTR in country mission	MTR Team presents to project management and UNDP Country Office
3	**Draft Report**	Full report (using guidelines on content outlined in Annex B) with annexes	Within 3 weeks of the MTR mission	Sent to the UNDP CO, reviewed by Technical Advisor, Project Coordinating Unit, GEF OFP and other relevant parties.
4	**Draft Final Report**	Revised report with audit trail detailing how all received comments	Within 1 week of receiving UNDP comments on draft	Sent to the UNDP Country Office and approved by the RTA and CO

		have (and have not) been addressed in the final MTR report		

8.0 MTR IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this review exercise resides with the UNDP CO in Dar Es Salaam, Tanzania in collaboration with TFS. The UNDP CO will contract the consultants and ensure the logistical arrangements are in place. The project team in Iringa will be responsible for logistical arrangements to the field visits. In consultation with the review team, PCU will assist in setting up stakeholder interviews; arrange field visits and consultation with leadership of all collaborating partners.

In preparation for the review mission, the Project Coordinator with assistance from the Technical Advisor and UNDP CO will arrange for the completion of the tracking tools (M&E, Financial and Capacity scorecards for mid-term stage). The tracking tools will be completed/endorsed by the relevant implementing agency or qualified national research /scientific institution, and not by the international consultant or UNDP staff. The tracking tools will be submitted to the mid-term review team for comment. These comments will be addressed by the project team, and the final version of the tracking tools will be attached as appendices to the Mid-term Review report. The Project team will be responsible for liaising with the MTR consultants to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

9.0 TEAM COMPOSITION

A team of two independent consultants will conduct the MTR – a team leader (with international experience and exposure to projects and evaluations in other regions globally) and a national expert. The international consultant will serve as overall Team Leader and be responsible for the final quality of report submitted to UNDP. The two consultants will form a team making a joint presentation at the end of the in-country field visits and submission of a joint final report at the end of the assignment. The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

9.1 Competencies of the Team Leader

- Recent experience with result-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to conservation and Natural resources management
- Work experience in relevant technical areas for at least 10 years;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experiences within United Nations system will be considered an asset;
- Experience working in East Africa

9.2 Required Skills and Experience

9.2.1 Education

- Master's degree in a relevant area such as Biodiversity Management, Protected Area development, Forest Conservation, Tourism development, Wildlife Conservation Management, Environmental sciences and Natural resources Management.

- Postgraduate diploma/certificate in Project Planning and Management is added advantage.

9.2.2 Experience
- 10 years relevant work experience in Biodiversity Management, Protected Area and Wildlife Conservation Management, Environmental sciences and Natural Resources Management., including Implementation at country and decentralized levels;
- Experience in East African countries, specific experience in Tanzania will be an added advantage;
- Project development and design experience, experience in developing projects, specific experience in GEF project Evaluation and understanding will be an added advantage;
- Experience in and comfortable with working in different socio-cultural settings.

9.2.3 Language
- Fluent in written and spoken English
- Swahili will be added advantage

10.0   PAYMENT MODALITIES AND SPECIFICATIONS
- 10% of payment upon approval of the final MTR Inception Report (**deliverable 1**)
- 30% upon submission of the draft MTR report (**deliverable 3**)
- 60% upon finalization of the MTR report and approved by the RTA and CO (**deliverable 4**)

ANNEX A: List of Documents to be reviewed by the MTR Team

- UNDP Project Document

- Project Inception Report

- All Project Implementation Reports (APR/PIR's)

- Quarterly progress reports and work plans of the various implementation task teams

- Audit reports

- Finalized ME Tracking Tool

- The mission reports and lessons learnt study

- M &E operational guidelines, all monitoring reports prepared by the project

- Financial and administration guidelines used by Project Team

The following documents will also be available:

- Project operational guidelines, manuals and systems

- UNDP country/countries programme document(s)

- Minutes of the FNR PSC committee Meetings

- Project site location maps

ANNEX B: Guidelines on Contents for the Midterm Review Report

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

i.   Opening page
   - Title of UNDP supported GEF financed project
   - UNDP PIMS# and GEF project ID#s
   - MTR time frame and date of MTR report
   - Region and countries included in the project
   - GEF Operational Focal Area/Strategic Program
   - Executing Agency/Implementing Partner and other project partners
   - MTR team members
   - Acknowledgements
ii. Table of Contents
iii. Acronyms and Abbreviations

1.   Executive Summary *(3-5 pages)*
   - Project Information Table
   - Project Description (brief)
   - Project Progress Summary (between 200-500 words)
   - MTR Ratings & Achievement Summary Table
   - Concise summary of conclusions
   - Recommendation Summary Table
2.   Introduction *(2-3 pages)*
   - Purpose of the MTR and objectives
   - Scope & Methodology: principles of design and execution of the MTR, MTR approach and data collection methods, limitations to the MTR
   - Structure of the MTR report
3.   Project Description and Background Context *(3-5 pages)*
   - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
   - Problems that the project sought to address: threats and barriers targeted
   - Project Description and Strategy: objective, outcomes and expected results, description of field sites (if any)
   - Project Implementation Arrangements: short description of the Project Board, key implementing partner arrangements, etc.
   - Project timing and milestones
   - Main stakeholders: summary list
4.   Findings *(12-14 pages)*
   4.1 Project Strategy
   - Project Design
   - Results Framework/Logframe
   4.2 Progress Towards Results
   - Progress towards outcomes analysis
   - Remaining barriers to achieving the project objective
   4.3 Project Implementation and Adaptive Management

- Management Arrangements
- Work planning
- Finance and co-finance
- Project-level monitoring and evaluation systems
- Stakeholder engagement
- Reporting
- Communications

4.4 Sustainability
- Financial risks to sustainability
- Socio-economic to sustainability
- Institutional framework and governance risks to sustainability
- Environmental risks to sustainability

5. Conclusions and Recommendations *(4-6 pages)*

5.1 Conclusions
- Comprehensive and balanced statements (that are evidence-based and connected to the MTR's findings) which highlight the strengths, weaknesses and results of the project

5.2 Recommendations
- 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

6. Annexes
- MTR ToR (excluding ToR annexes)
- MTR evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Example Questionnaire or Interview Guide used for data collection
- Ratings Scales
- MTR mission itinerary
- List of persons interviewed
- List of documents reviewed
- Co-financing table
- Relevant mid-term tracking tools (METT

ANNEX C: Midterm Review Evaluative Matrix Template

Evaluative Questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
(include evaluative question(s))	(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)	(i.e. project documents, national policies or strategies, websites, project staff, project partners, data collected throughout the MTR mission, etc.)	(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			

ANNEX D: UNEG Code of Conduct for Evaluators/Midterm Review Consultants[9]

Evaluators/Consultants:
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 limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

<div align="center">

MTR Consultant Agreement Form

</div>

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.

Signed at _____ *(Place)* on _____
(Date)

Signature: _____

---

[9] www.undp.org/unegcodeofconduct

ANNEX E: Mid-Term Review Ratings

Progress towards Results: use the following rating scale

6	Highly Satisfactory (HS)	Project is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".
5	Satisfactory (S)	Project is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	Project is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (MU)	Project is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	Project is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The Project has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Project Implementation & Adaptive Management: (one overall rating)

6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.

3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)

4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

ANNEX F: 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: _____