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**GLOBAL ENVIRONMENT FACILITY
UNITED NATIONS DEVELOPMENT PROGRAMME**

**TERMS OF REFERENCE
FOR TERMINAL EVALUATION:**

PIMS# 5302

- Project Title:** "Strengthening of institutional and legal capacities to enable improvement of the national monitoring system and management of environmental information"
- Functional Title:** International Consultant for Terminal Evaluation
- Duration:** 22 effective person days during December 2018, including a field mission to Bishkek, Kyrgyzstan.
- Terms of Payment:** Lump sum payable upon satisfactory completion and approval by UNDP of all deliverables, including the Evaluation Report
- Duty station:** Home based with 4 business days mission to Bishkek, Kyrgyzstan.

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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 of institutional and legal capacities to enable improvement of the national monitoring system and management of environmental information” project.

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

PROJECT SUMMARY TABLE

Project Title:	Strengthening of institutional and legal capacities to enable improvement of the national monitoring system and management of environmental information			
GEF Project ID:	5715		<i>at endorsement (Million US\$)</i>	<i>at completion (Million US\$)</i>
UNDP Project ID:	PIMS#: 5302 Atlas Output ID: 00095830	GEF financing:	\$950,000	\$950,000
Countries:	Kyrgyzstan	IA/EA own:	\$200,000	\$244,800
Region:	ECIS/Central Asia	Government of Kyrgyzstan:	\$900,000	\$900,000
Focal Area:	Multi-Focal Area	Other:	\$110,000	\$295,000
FA Objectives, (OP/SP):	CD5 To enhance capacities to monitor and evaluate environmental impacts and trends	Total co-financing:	\$1,210,000	\$1,439,800
Executing Agency:	UNDP	Total Project Cost:	\$2,160,000	\$2,389,800
Other Partners involved:	UNEP, UNCCD, Coca Cola	ProDoc Signature (date project began):		14.10.2015
		(Operational) Closing Date:	Proposed: 14.10.2018	Actual: 31.12.2018

OBJECTIVE AND SCOPE

The project was designed to:

To strengthen a set of important capacities for Kyrgyzstan to make better decisions to meet and sustain global environmental obligations. These will focus on the management of data and information to formulate and implement sectoral development plans that better reflect global environmental dimensions. This will be manifest through the strengthening of an Environmental Information Monitoring and Management System that is constructed by an integration of existing environmental management information systems, building upon much of the capacities currently being developed in this area by other development partners. Among the key activities of the project is the updating of key technological needs, not only of the government structures such as the SAEPF, but also other key stakeholders. In addition to strengthening the institutional arrangements for data and information management, the project will also test how these arrangements represent a cost-effective approach to creating and applying best practices for managing the global environment. This project pursues a long-term approach to institutionalizing capacities to meet Rio MEA obligations through a set of learning-by-doing activities that lay the foundation for effective decision-making and policy-making regarding global environmental benefits.

The project includes the following components:

- ✓ **Component 1:** Strengthened policy and legal instruments
- ✓ **Component 2:** Strengthened institutional capacities to implement an integrated EIMMS
- ✓ **Component 3:** Improving awareness of global environmental values

Component 1: Strengthened policy and legal instruments

The activities under this component will address the key policy and legislative barriers to implementing the Rio Conventions within the framework of sectoral development and planning frameworks. This output will involve expert stakeholders to validate the barriers and collectively agree on how best to reconcile the overlaps and fill the gaps. This will be undertaken through expert and learning-by-doing workshops. These will help planners and decision-makers to identify potential adjustments of the existing policy and legislative frameworks, including the formulation of appropriate by-laws. Activities under this output will be coordinated with other similar activities currently being undertaken by other projects, to create synergies across the set of multiple policies and legislation, as well as to reinforce the collaboration among stakeholder institutions to share data and information. The strengthening of these systemic capacities will be complemented by enhanced consultative and collaborative mechanisms for decision-making on the global environment. In particular, this will include strengthening mechanisms for at the

level of local self-government authorities (ayil okmotu) to more effectively participate in data and information management, as well as decision-making.

Output 1.1: Targeted policies, legal and regulatory instruments are amended

An assessment of the current policy and legal framework will lead to learning-by-doing training to reconcile the identified weaknesses. This will lead to formulation of by-laws and operational guidance which will be distributed. Technical working groups made up of experts on the three Rio Conventions will be established under the project, comprising individuals for within government and non-state actors.

Output 1.2: Strengthened consultative and decision-making processes

This output will take an objective approach to assessing and strengthening the most appropriate and sustainable consultative and decision-making processes. Consultative processes serve as important opportunities to create cost-effective synergies for sharing data, information, and knowledge. In collaboration with the related programmes and projects currently underway (See Section E.1), this output will facilitate a more comprehensive approach to structuring and streamlining the consultative and decision-making processes with a view to lowering the transaction costs to high quality data, information and knowledge. This output will also seek to remove barriers for the access of high quality data, information and knowledge, which is large due to cost, technology, and sharing policies. This output is also important to invigorating the most appropriate mechanism to legitimize and therefore sustain strengthened capacities to formulate and implement best practice resilient development and territorial plans that catalyze achievement of both sustainable development and Rio Convention goals.

Component 2: Strengthened institutional capacities to implement an integrated EIMMS

Activities under this component will focus on strengthening the institutional construct and associated management regime for collecting, creating, and transforming data and information into knowledge. This will require improved technologies and analytical methodologies, data and information protocols, piloting these new and improved institutional arrangements, and mobilizing financial resources to ensure their sustainability. A key feature of this component is the learning-by-doing application of these new capacities to formulate sectoral and sub-national plans that integrate global environmental criteria and indicators. Together with the activities and outputs of component 1, these activities will help Kyrgyzstan to take a more holistic approach to formulating and implementing globally environmentally-friendly and resilient development planning frameworks, as well as to monitor and adapt them appropriately to ensure their institutional sustainability.

Output 2.1 Institutional mapping and analysis of an optimal information and monitoring system

This output focuses on reducing the transaction costs of data management and reducing duplication in order that data is reliable, valid, timely, and relevant. The distinction between the national and global environment is not clear-cut, with much of the data and information needed for managing the local environment being the same data and information needed for managing the environment for the global community. While all data collected at the national level is national environmental data, information on environmental conditions may reflect both national and global trends. For example, changes in indicator species populations may indicate a change in ecosystem health. This information may be needed to inform better agricultural practices if the ecosystem in question influences, for example, pollination of nearby agricultural crops. The very same information has global environmental value if the change in ecosystem health implicates a threat to endangered endemic species, thereby necessitating alternative and/or innovative species protection management regimes. This output will serve to help fill gaps and bring together existing work in Kyrgyzstan on indicators, such as the Green Growth Indicators and good practice international guidance such as that from the Organization for Economic Cooperation and Development (OECD, 2011; OECD, 2014).

Output 2.2 Targeted institutional reforms for improved access to data and information

Activities under this output will focus on strengthening targeted institutional arrangements for collecting and sharing data. This includes activities to increase cooperation and sharing of data between different actors.

Output 2.3 Selected updating of technologies for information monitoring and management

This activity includes a review of the current information management system, with a focus on identifying areas that can be improved. After the assessment an EIMMS will be designed, reviewed for feasibility, and peer reviewed. Once this process is complete, new technology and infrastructure will be installed.

Output 2.4 Training on improved methodologies and analytical skills

The training under this output focuses on two technical aspects of the EIMMS. The first focuses on the technical skills for managing data and information, whereas the second focuses on strengthening expertise needed to create knowledge. Activities 2.4.1 to 2.4.4 focus on the first set of training, whereas activities 2.4.5 to 2.4.7 focus on training for knowledge creation. In all cases, training will be carried out through learning-by-doing workshops and related exercises.

The learned skills in all training are to be designed and implemented in a way that legitimizes data, information and knowledge.

Output 2.5 Improved EIMMS tested

This output focuses on testing the improved EIMMS developed under 2.3 and training under 2.4 through a pilot project. A collaborative consultation process will be used to select a plan for mainstreaming. An accompanying manual and implementation plan will be created. Stakeholder workshops will reconcile mandates among local and regional authorities.

Output 2.6 Resource mobilization strategy

This output is designed to support the financial sustainability of the EIMMS. Activities will incorporate innovative financial and economic analyses of the project that incorporate environmental and social impacts. The Resource Mobilization Strategy will be presented at the one-day Project Results Conference (3.1.1).

Component 3: Improving awareness of global environmental values

A third component of the project focuses on a set of activities designed to strengthen awareness and understanding of the wider population of the project. This component is critical to addressing the institutional sustainability of project outputs by raising an overall understanding and greater value of how addressing global environmental obligations under the Rio Convention contribute to addressing important and immediate socio-economic development priorities.

Output 3.1 Stakeholder dialogues on the value of Rio Conventions

This output focuses on increasing awareness of the value of the environment as well as the Rio Conventions. As well as targeting the public at large, this output also targets key categories of stakeholders, namely the private sector, planners and decision-makers, the media, and expert practitioners working in the field such as NGOs, academics and graduate students. To begin this project, there will be a conference to introduce it to a diverse set of stakeholders in order to promote the objectives addressing Rio Convention obligations. Near the end of the project, the results and lessons learned will be presented in a second conference with two key goals. The first goal is to emphasize the positive impacts of the project strategy and its successes; this will encourage long-term institutionalization of Rio Convention commitments beyond this project. The second goal is to spur on-going commitment to replicating and institutionalizing best practices and successful innovative approaches tested under the project. Both conferences will be convened over a one-day period, and shall include presentations and panel discussions.

During these conferences, a survey will be conducted to assess the stakeholders' awareness and value of the project issues at both the beginning and end of the project. Also included in this output are public awareness campaigns, dialogues and workshops.

Output 3.2 Brochures and articles on the Rio Conventions

This output focuses on the development of brochures and articles on the Rio Conventions. These are intended to highlight the importance of the Rio Conventions and help individuals understand how their daily lives are impacted by the global environment.

Output 3.3 Public service announcement on environmentally friendly behavior

This output includes several activities to develop and air public service announcements on provincial television. These are intended to highlight the value of the environment and the Rio Conventions and help individuals understand how their daily lives are impacted by the global environment.

Output 3.4 Improved educational curricula

This output will develop educational curricula for civil servants and secondary schools that promote better environmental information management and emphasize global environmental values and best practice approaches developed and under implementation.

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

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

EVALUATION APPROACH AND METHOD

An overall approach and method for conducting project terminal evaluations of UNDP supported GEF financed projects have been 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 C). The evaluator is expected to amend,

complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with Government counterparts, in particular the GEF Operational Focal Point, UNDP Country Office, Project Team, UNDP GEF Regional Technical Adviser based in the region and key stakeholders. Interviews will be held with the following organizations and individuals at a minimum:

Key stakeholders:

- The State Agency on Environment Protection and Forestry under the Government of the Kyrgyz Republic (SAEPF) – GEF Operational Focal Point (OFP);
- The Ministry of Agriculture and Melioration of the Kyrgyz Republic;
- National Statistical Committee of the Kyrgyz Republic;
- UNDP Environment, Climate Change and DRM Programme and its projects;
- NGOs;
- Members of the Project Board;
- Public Radio and TV Broadcasting Company (OTRK);
- UNDP Gender Team;
- UNDP Senior Management;
- UNDP Istanbul Regional Hub.

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

EVALUATION CRITERIA & RATINGS

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

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

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

PROJECT FINANCE / COFINANCE

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

Co-financing (type/source)	UNDP financing (US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	150,000	150,000			110,000	295,000	260,000	445,000
Loans/Concessions	0.00	0.00					0.00	0.00
• In-kind support	50,000	50,000	900,000	900,000			950,000	950,000
• Other	0.00	44,800					0.00	44,800
Totals	200,000	244,800	900,000	900,000	110,000	295,000	1,210,000	1,439,800

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

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.¹

CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report ([Annex F](#)) 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 [Kyrgyzstan](#). The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

EVALUATION TIMEFRAME

The total duration of the evaluation will be 22 effective person days according to the following indicative plan:

Activity	Timing (indicative)	Completion Date (indicative)
Preparation (desk review)	5 days (5-10 December 2018)	10 December 2018
Evaluation Mission (in-country field visits, interviews and presentation of preliminary findings)	4 days (17-20 December 2018)	20 December 2018
Draft Evaluation Report	8 days (19-26 December 2018)	26 December 2018
Final Report	5 days (26-31 December 2018)	31 December 2018

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
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¹ 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](#)

Inception Report	Evaluator provides clarifications on timing and method	No later than 1 week before the evaluation mission. (Monday, 10 December 2018)	Evaluator submits to UNDP CO and Project
Presentation	Initial Findings	Last day of the field mission (Friday, 20 December 2018)	Project Team, UNDP CO and key stakeholders, members of the Project Board
Draft Final Report	Draft evaluation report, (per annexed template) with annexes	Within one-week time after the field mission (by 26 December 2018)	Project team, CO, IRH RTA, GEF OFP
Final Report*	Final report addressing and integrating feedback and comments	Within a week time after receiving comments on the draft (by 31 December 2018)	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. See [Annexes G and H](#) for an evaluation clearance form and an audit trail template.

TEAM COMPOSITION

The evaluation team will be composed of **1 International Consultant**. *The consultant shall have prior experience in evaluating similar projects.* The international Consultant has responsibility over submission of a final report. The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities. The project will provide an interpreter to accompany the international consultant during the mission to Kyrgyzstan.

The International Consultant must present the following qualifications:

1. A Master's degree in natural resource management / environmental management / business / public administration or other related disciplines;
2. Minimum of 5 years of work experience in the field of environmental management;
3. At least two GEF funded project evaluation experiences;
4. At least one experience in development / evaluation of multi-focal area capacity development project, e.g. on the three thematic areas of the three Rio conventions namely Climate Change, Biodiversity, and Land Degradation;
5. Knowledge of UNDP and GEF monitoring and evaluation policies;
6. Previous experience with results-based monitoring and evaluation methodologies;
7. Experience in working in Central Asian or CIS countries will be an asset;
8. Fluency in English.

EVALUATOR ETHICS

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

The service provider will be responsible for all personal administrative and travel expenses associated with undertaking this assignment including office accommodation, printing, stationary, telephone and electronic communications, and report copies incurred in this assignment. For this reason, the contract is prepared as a lump sum contract.

The remuneration of work performed will be conducted as follows: lump sum payable in 1 installment, upon satisfactory completion and approval by UNDP of all deliverables, including the Final Evaluation Report.

%	Milestone
100%	Following submission and approval (UNDP CO and UNDP IRH RTA) of the final terminal evaluation report

APPLICATION PROCESS

Candidates meeting the minimum ToR requirements will be sourced from the UNDP IRH vetted roster of experts and will be invited to submit their applications together with their CV and a financial offer indicating the total cost of the assignment (including daily fee, per diem and travel costs). The application should contain a current and complete CV in English with indication of the e-mail and phone contact.

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.