UNDP-GEF Midterm Review Terms of Reference

Standard Template 1: Formatted for attachment to [UNDP Procurement Website](#)

1. INTRODUCTION

These are the Terms of Reference (ToR) for the UNDP-GEF Midterm Review (MTR) of the full -sized project titled Expansion and Strengthening of Angola's Protected Areas System (PIMS #4464) implemented through the Ministry of Environment of the Republic of Angola, which is to be undertaken in the second half of 2018. The project started on May 18th, 2016 and is in its third year of implementation. This MTR process was initiated after the submission of the second Project Implementation Report (PIR). This ToR sets out the expectations for this MTR. The MTR process must follow the guidance outlined in the document Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects (http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_EN_2014.pdf).

2. PROJECT BACKGROUND INFORMATION

The project advances GEF Biodiversity Objective 1: Improve Sustainability of Protected Area Systems (BD1) and specifically Outcome 1.1 Improved management effectiveness of existing and new protected areas. Currently, the Angolan PA system has two main weaknesses: first, the system falls short in terms of its bio-geographic representation with several terrestrial ecosystems currently under-represented; second, constituent PAs in the current system have sub-optimal management effectiveness and are not effectively mitigating the threats to ecosystems, flora and fauna. The project is designed to address both sets of weaknesses simultaneously. It will improve ecosystem representation in the PA system and it will strengthen PA management operations at key sites, as both sets of interventions are needed. This will be underpinned by investments at the systems level, to strengthen the institutional foundations and financing framework for PA management. The project will increase the coverage of terrestrial PAs in Angola to include 23 of the 32 mapped vegetation types (up from a current 11 vegetation types covered). As a result, the species-rich moist lowland, escarpment and montane forests will be incorporated into the PA system, among other unique habitats that are currently not protected. These ecosystems stand to be lost or degraded unless prompt action is taken to bring them under protection.

Through on-the-ground interventions planned under Component 2, the project will enhance the capacity of the PA authority to deliver PA functions, including management planning, monitoring, surveillance of malpractices and law enforcement. It will also address the needs of PA adjacent communities, for example by managing human-wildlife conflicts and developing activities that generate local socio-economic benefits.

The project objective is to enhance the management effectiveness – including operational effectiveness and ecosystem representation – of Angola's Protected Area System, with due consideration for its overall sustainability, including ecological, institutional and financial sustainability. It will also rehabilitate five protected areas: Kissama National Park, Cangandala National Park, Bicuar National Park, Maiombe National Park, and Luando Strict Nature Reserve.

The following 'outcomes' are expected from the project:
- **Outcome 1:** The legal, planning, policy, institutional and financial frameworks for protected area expansion are strengthened
- **Outcome 2:** Three existing National Parks are rehabilitated and their management improved (Cangandala, Bicuar and Quiçama)

The Project duration is 5 years starting on 18 May 2016 and ending on 17 May 2021 with an overall GEF budget of US$5,800,000 and co-financed by UNDP ($500,000); MINAMB ($15,000,000).

The project is nationally implemented (NIM) by the Ministry of Environment (MINAMB) with UNDP Country Office support, in line with the Standard Basic Assistance Agreement (SBAA of 18 February 1977) and the UNDP Country Programme Action Plan (CPAP 2009-2013 of 14 May 2009) signed between the UNDP and the Government of Angola.

3. OBJECTIVES OF THE 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 and risks to sustainability.

4. MTR APPROACH & METHODOLOGY

The MTR must provide evidence-based information that is credible, reliable and useful. The MTR consultant will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and

Environmental Safeguards 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 consultant 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 consultant 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 MINAMB (National Institute for Biodiversity and Protected Areas - INBAC; National Direction for Biodiversity - DNB); Presidential Programme for Conservation and Restoration of the Black Giant Sable; Kissama Foundation; executing agencies, senior officials and task team/ component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc.

The final MTR report should describe 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.

i. 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.

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[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.

- 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 detailing responsibilities and timelines.

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.

ii. 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).

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Description						
Objective **Enhance the management effectiveness - including operational effectiveness and ecosystem representation - of Angola's Protected Area System, with due consideration for its overall sustainability, including ecological, institutional and financial sustainability.**						
Description of Indicator[3]	**Baseline Level[4]**	**Midterm target level[5]**	**End of project target level**	**Midterm Level & Assessment[6]**	**Achievement Rating[7]**	**Justification for Rating**
Indicator 1: Financial sustainability scorecard for national system of protected areas	0.03	*(not set or not applicable)*	>10%			
Indicator 2: Capacity development indicator score for protected area system	Systemic: 42% Institutional: 39% Individual: 35%	*(not set or not applicable)*	Systemic: >55% Institutional: >50% Individual: >45%			
Indicator 3: Total government budget allocation (including operational, HR	~US$1.5 million (as at 2011)	*(not set or not applicable)*	>US$12 million [No annual adjustment for			

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[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

and capital budget) (US$ per annum) for protected area management	~US$6.7 million (as at 2013)		CPI]			
Indicator 4: Extent of the network of protected areas	162,642 km2	*(not set or not applicable)*	>165,000 km2			

Outcome 1						
The legal, planning, policy, institutional and financial frameworks for protected area expansion are strengthened						
Description of Indicator[8]	**Baseline Level[9]**	**Midterm target level**	**End of project target level**	**Midterm Level & Assessment[10]**	**Achievement Rating[11]**	**Justification for Rating**
Indicator 5: Number of dedicated staff supporting protected area expansion processes	*(not set or not applicable)*	*(not set or not applicable)*	3			
Indicator 6: Coverage of vegetation types in the protected area network	12 (of 32) in 2011 14 (of 32) in 2013	*(not set or not applicable)*	>20 (of 32)			
Indicator 7: Number and extent (ha) of new, or	3 newly proclaimed areas of a	*(not set or not*	>8 (>140,000ha)			

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[8] Populate with data from the Logframe and scorecards
[9] Populate with data from the Project Document
[10] Colour code this column only
[11] Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

expansion of existing, protected areas formally proclaimed	pipeline of 16 in PLERNACA	applicable)				
Indicator 8: Total investments (government grant, own income, donor funds, loans, trust funds, etc.) (in US$M/per annum) available to finance protected area planning, development and management costs.		(not set or not applicable)	>US$20m/annum			
Indicator 9: Number of tourism/recreation concessions under development or implementation in protected areas	(not set or not applicable)	(not set or not applicable)	>2			

Outcome 2

Three existing National Parks are rehabilitated and their management improved (Cangandala, Bicuar and Quiçama)

Description of Indicator[12]	Baseline Level[13]	Midterm target level	End of project target level	Midterm Level & Assessment[14]	Achievement Rating[15]	Justification for Rating
Indicator 11: Management	25%	(not set or not	>45%			

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[12] Populate with data from the Logframe and scorecards
[13] Populate with data from the Project Document
[14] Colour code this column only
[15] Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

Effectiveness Tracking Tool scorecard for: Quiçama National Park Bicuar National Park Cangandala National Park	28% 34%	*applicable)*	>47% >50%			
Indicator 12: Number of park management staff appointed, equipped, trained and deployed in the park: Quiçama National Park Bicuar National Park Cangandala National Park	5 (of 41) 5 (of 59) 0 (of 19)	*(not set or not applicable)*	49 59 26			
Indicator 13: Number of sites in the park with functional park management infrastructure, bulk services, equipment and staff accommodation: Quiçama National Park	0 HQ=1 0	*(not set or not applicable)*	HQ=1; Outposts=2 HQ=1 HQ=1; Outposts=2			

Bicuar National Park Cangandala National Park						
Indicator 14: Increase in wildlife populations (total across Quiçama, Bicuar and Cangandala): Elephant Roan Hippo Buffalo Giant Sable	(to be confirmed during inception) 210 110 10 5 20	*(not set or not applicable)*	(to be revised during inception) >300 >200 >20 >50 >30			
Indicator 15: Approved management plans under implementation: Quiçama Nationa Park Bicuar National Park Cangandala National Park	No No No	*(not set or not applicable)*	Yes Yes Yes			
Indicator 16: Number of illegal incidents (park visitors) recorded	(indicator to be fully developed once a	*(not set or not applicable)*	(to be proposed accordingly)			

in the park/annum: Quiçama Nationa Park Bicuar National Park Cangandala National Park	systematic tracking system is established)					
Indicator 17: Proportion (%) of communities living in the park that are adequately represented in the park management decision-making processes. Quiçama Nationa Park Bicuar National Park Cangandala National Park	0 0 0	*(not set or not applicable)*	>60% >60% >60%			
Indicator 18: Number of job opportunities (direct and indirect) created for local communities living in, or adjacent to, the park Quiçama Nationa Park	Direct=0; Indirect=0 Direct=0; Indirect=0 Direct=18; Indirect=0	*(not set or not applicable)*	Direct=>15; Indirect=>30 Direct=>5; Indirect=>30 Direct=>10; Indirect=>30			

Bicuar National Park						
Cangandala National Park						

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.
- 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.

iii. 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?

Project-level 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 and UNDP requirements? 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 UNDP/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.

iv. 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 being 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 consultant will include a section of the report setting out the MTR's evidence-based conclusions, in light of the findings.[16]

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 consultant should provide specific findings, lessons learned and recommendations for accelerating the implementation of the project and for ensuring that project deliverables can be achieved by the end of the project.

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 E for ratings scales. No rating on Project Strategy and no overall project rating is required.

Table. MTR Ratings & Achievement Summary Table for Expansion and Strengthening of Angola's Protected Areas System

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

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

	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

6. TIMEFRAME

The total duration of the MTR will be approximately 30 days over a time period of 12 of weeks starting 19 November 2018 and shall not exceed three months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

TIMEFRAME	ACTIVITY
19 November 2018	Prep the MTR Team (handover of Project Documents)
20-22 November 2018 (3 days)	Document review and preparing MTR Inception Report
26 November 2018 (1 day)	Finalization and Validation of MTR Inception Report- latest start of MTR mission
01 December – 12 December 2018 (12 days)	MTR mission: stakeholder meetings, interviews, field visits
13 December 2018	Mission wrap-up meeting & presentation of initial findings- earliest end of MTR mission
10 January – 15 January 2019 (5 days)	Preparing draft report
01 February – 05 February 2019 (2 days)	Incorporating audit trail from feedback on draft report/Finalization of MTR report
10 February – 20 February 2019	Preparation & Issue of Management Response
28 February 2019	Expected date of full MTR completion

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

7. MIDTERM REVIEW DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	**MTR Inception Report**	MTR team clarifies objectives and methods of Midterm Review	No later than 2 weeks before the MTR mission: 26 November 2018	MTR team submits to the Commissioning Unit project management and RBM Unit
2	**Presentation**	Initial Findings	End of MTR mission: 13 December 2018	MTR Team presents to project management the Commissioning Unit and RBM Unit
3	**Draft Final Report**	Full report (using guidelines on content outlined in Annex B) with annexes	Within 1 week of the MTR mission: 20 December 2018	Sent to the Commissioning Unit, RBM Unit, reviewed by RTA, Project Coordinating Unit, GEF OFP
4	**Final Report***	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report	Within 1 week of receiving UNDP comments on draft: 15 January 2019	Sent to the Commissioning Unit

*The final MTR report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

8. MTR ARRANGEMENTS

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is UNDP Angola.

The commissioning unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the MTR consultant. The Project Team will be responsible for liaising with the MTR consultant to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

9. TEAM COMPOSITION

An independent consultant will conduct the MTR - (with experience and exposure to projects and evaluations in other regions globally). The consultant 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.

The selection of consultant will be aimed at maximizing the overall qualities in the following areas:

- Criterion A: Work experience in biodiversity, protected areas, capacity development, environment, economics and/or development related field for at least 7 years – max points: 10;

- Criterion B: Recent experience with result-based management evaluation methodologies – max points: 10;

- Criterion C: Experience working with the GEF or GEF-evaluations and experience applying SMART indicators and reconstructing or validating baseline scenarios – max points: 10;

- Criterion D: A Master's degree in biology, environmental sciences, environmental policies, social sciences, economics, business administration, international relations, or other closely related field – max points: 10;

- Criterion E: Fluency in English and Portuguese – max points: 10;

- Criterion F: Experience in southern-central Africa – max points: 10;

- Criterion G: Experience in gender sensitive evaluation and nature conservation – max points: 10;

10. PAYMENT MODALITIES AND SPECIFICATIONS

20 % of payment upon approval of the final MTR Inception Report and approval of work plan
30% upon submission of the draft MTR report
50% upon finalization of the MTR report

  Or, as otherwise agreed between the Commissioning Unit and the MTR team.

11. APPLICATION PROCESS[17]

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[17] Engagement of the consultants should be done in line with guidelines for hiring consultants in the POPP: https://info.undp.org/global/popp/Pages/default.aspx

Recommended Presentation of Proposal:

a) **Letter of Confirmation of Interest and Availability** using the [template](#)[18] provided by UNDP;
b) **CV** and a **Personal History Form** ([P11 form](#)[19]);
c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the address Edifício Rosalinda, Luanda, Angola in a sealed envelope indicating the following reference "MTR Consultant for Expansion and Strengthening of Angola's Protected Areas System Midterm Review" or by email at the following address ONLY: Aguiar Cuiundana aguiar.cuiundana@undp.org before the announced deadline**. Incomplete applications will be excluded from further consideration.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

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

1. PIF
2. UNDP Initiation Plan
3. UNDP Project Document
4. UNDP Environmental and Social Screening results

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[18]
https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx
[19] http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

5. Project Inception Report
6. All Project Implementation Reports (PIR's)
7. Quarterly progress reports and work plans of the various implementation task teams
8. Audit reports
9. Finalized GEF focal area Tracking Tools at CEO endorsement and midterm
10. Oversight mission reports
11. All monitoring reports prepared by the project
12. Financial and Administration guidelines used by Project Team

The following documents will also be available:
13. Project operational guidelines, manuals and systems
14. UNDP country/countries programme document(s)
15. Project site location maps
16. Angola National Development Plan- 2018-2022
17. UNDP environment outcome evaluation report

ToR ANNEX B: Guidelines on Contents for the Midterm Review Report[20]

  i.   Basic Report Information (for opening page or title page)
- Title of UNDP supported GEF financed project
- UNDP PIMS# and GEF project ID#
- 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

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[20] The Report length should not exceed *40* pages in total (not including annexes).

- 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 and lessons learned) which highlight the strengths, weaknesses and results of the project

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  - **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 (if not previously included in the body of the report)
  - Signed UNEG Code of Conduct form
  - Signed MTR final report clearance form
  - Annexed in a separate file: Audit trail from received comments on draft MTR report
  - Annexed in a separate file: Relevant midterm tracking tools (METT, FSC, Capacity scorecard, etc.)

ToR 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,	(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.)

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?			

ToR ANNEX D: UNEG Code of Conduct for Evaluators/Midterm Review Consultants[21]

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.

MTR Consultant Agreement Form

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: _____

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[21] www.undp.org/unegcodeofconduct

		Ratings for Progress Towards Results: (one rating for each outcome and for the objective)
6	Highly Satisfactory (HS)	The objective/outcome 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)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

		Ratings for 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

ToR ANNEX F: MTR Report Clearance Form
(to be completed by the Commissioning Unit and UNDP-GEF RTA and included in the final

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Midterm Review Report Reviewed and Cleared By:

Commissioning Unit

Name: _____

Signature: _____   Date: _____

UNDP-GEF Regional Technical Advisor

Name: _____

Signature: _____   Date: _____

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