

United Nations Development Programme – Papua New Guinea



Terms of Reference

International consultant to undertake UNDP/GEF Project Terminal Evaluation

Project Title:	Community-based Forest & Coastal Conservation and Resource Management in Papua New Guinea
Type of Contract:	Individual Contract
Duration:	35 days over the period of 2 months starting in October 2019
Location:	Home based with travel to Port Moresby, Kokopo and Kimbe in Papua New Guinea
Application Deadline:	31 July 2019
Expected Start Date	1 October 2019

Please note that UNDP is not in the position to accept incomplete applications - please make sure that your application contains all details as specified below in this notice.

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. This terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the *Community-based Forest and Coastal Conservation and Resource Management in Papua New Guinea* (PIMS # 3936; Project # 00079707).

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

PROJECT SUMMARY TABLE

Project Title:	Community-based Forest and Coastal Conservation and Resource Management in Papua New Guinea
----------------	---

GEF Project ID: UNDP GEF Project ID (PIMS):	#3954 #3936		<i>At endorsement (Million US\$)</i>	<i>At completion (Million US\$)</i>
Atlas award ID: Atlas project ID:	00062283 00079707	GEF financing:	6,900,000	
Country:	Papua New Guinea	IA/EA own:		
Region:	Asia Pacific	Government:	5,000,000	
Focal Area:	Multi Focal	Other:	18,000,000	
FA Objectives, (OP/SP):	BD-3; BD-1	Total co-financing:	23,000,000	
Executing Agency:	Dept. of Environment and Conservation, Gov't of PNG	Total Project Cost:	29,900,000	
Other Partners involved:	Bishop Museum	ProDoc Signature (date project began):		20 August 2012
		(Operational) Closing Date:	Proposed: 19 Aug 2019	Actual: 31 Dec 2019

OBJECTIVE AND SCOPE

The project was designed to develop a government-supported approach towards creating an enabling environment to: i) establish and support community conservation areas in Papua New Guinea and, ii) to develop effective natural resource management and financing systems. The overall objective of the project is to develop and demonstrate resource management and conservation models for landholding communities that effectively incorporate community-managed conservation areas as part of agreed national priorities with industry and government. This involves demonstration of how the development of national conservation policy framework will contribute towards the establishment of a protected area system to better support community-managed protected areas. The TE for this full-size UNDP/GEF supported project is implemented through the Conservation and Environment Protected Authority.

Duties and Responsibilities

The International Consultant, with support from a national consultant, will have the overall lead responsibility to assess the extent to which the project is achieving project results and improve the sustainability of project gains. Specifically, International Consultant or the Evaluation Team Leader is expected to lead undertake the following tasks and produce following deliverables:

- Desk review of documents, development of Inception Report, consisting of draft methodology, detailed work plan and Terminal Evaluation (TE) outline (No later than 2 weeks before the evaluation mission);
- Brief the UNDP CO to agree on methodology, scope and outline of the TE report (1 day);
- Interviews with project implementing partner, relevant Government, NGO and donor representatives and UNDP/GEF Regional Technical Advisor (maximum 3 days);
- Field visit to the pilot project site and interviews (maximum 10 days);
- Debrief with UNDP (1 day);
- Development and submission of the first draft TE report (after 3 weeks of the country mission). The draft will be shared with the UNDP CO, UNDP/GEF RTA and key project stakeholders for review and commenting;
- Finalization and submission of the final TE report through incorporating suggestions received on the draft report (within 1 week);
- Based on the results of the evaluation, development of at least 4 knowledge products, in line with UNDP's format of success stories / lessons learnt (4 days);
- Supervision of the work of the national consultant (during entire evaluation period).

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

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

EVALUATION APPROACH AND METHOD

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

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key

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

stakeholders. The evaluator is expected to conduct a field mission to the East and West New Britain Provinces, including the following project sites in Pomio District. Interviews will be held with the national project director from Conservation and Environment Protection Authority, the UNDP CO project management other relevant stakeholders involved the project. The key stakeholders are East and West New Britain Provincial Administrations, Pomio District Development Authority, several civil society organizations and community groups.

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	<i>rating</i>	2. IA& EA Execution	<i>rating</i>
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	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental:	
		Overall likelihood of sustainability:	

PROJECT FINANCE / COFINANCE

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

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
UNDP (Grants)	2,000,000	2,000,000	5,000,000	5,000,000			2,000,000	2,000,000
GEF (Grants)					6,900,000	6,900,000	6,900,000	6,900,000
Loans/Concessions								
• In-kind support								
• CEPA (Grant)					5,000,000	5,000,000	5,000,000	5,000,000
• Other								
○ Bilateral (Australia)					14,000,000	14,000,000	14,000,000	14,000,000
○ Bishop Museum					2,000,000	2,000,000	2,000,000	2,000,000
Totals	2,000,000	2,000,000	5,000,000	5,000,000	27,900,000	27,900,000	29,900,000	29,900,000

MAINSTREAMING

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

IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.²

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

CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of conclusions, recommendations and lessons.

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Papua New Guinea. 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 35 days according to the following plan:

Activity	Timing	Completion Date
Preparation / Inception report	4 days	10 October 2019
Evaluation Mission	19 days	15 th November 2019
Draft Evaluation Report	10 days	25 th November 2019
Final Report	2 days	30 th November 2019

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

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

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

TEAM COMPOSITION

The evaluation team will be composed of one international evaluator and one national evaluator. The international consultant will be the team leader will be responsible for finalizing the report. The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The Team members must present the following qualifications and competencies:

REQUIRED SKILLS AND EXPERIENCE

Education:

- A master's degree in forestry/environmental management/natural resource management/business administration other related disciplines.

Experience:

- Minimum 7 years of relevant professional experience in natural resource management and biodiversity conservation focusing on community-based conservation;
- Demonstrated previous experience with UNDP and GEF monitoring and evaluation policies, guidelines and methodologies– at least 2 GEF funded project evaluation experiences preferably with focus on biodiversity conservation and protected areas;
- Familiarity with challenges developing countries face in sustainable natural resource management and biodiversity conservation particularly in communities;
- Experience working in Asia-Pacific region or developing countries;

Language

- High proficiency in both spoken and written English.

COMPETENCIES

Functional Competencies:

- Thorough knowledge of GEF Monitoring and Evaluation Policy;
- Familiarity with the challenges developing countries face in sustainable natural resource management and biodiversity conservation including communities;
- Conceptual thinking and analytical skills;
- An independent, reliable, responsible self-motivator able to work under time pressure;
- Excellent communication, team-building and diplomatic skills to develop partnerships.

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standard;
- Promotes the vision, mission, and strategic goals of the UN;
- Displays cultural, gender, religion, race, nationality, and age sensitivity and adaptability;
- Treats all people fairly without favoritism.

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

(this payment schedule is indicative, to be filled in by the CO and UNDP GEF Technical Adviser based on their standard procurement procedures)

%	Milestone
10%	At contract signing
40%	Following submission and approval of the 1ST draft terminal evaluation report
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

Evaluation

Cumulative analysis

The proposals will be evaluated using the cumulative analysis method with a split 70% technical and 30% financial scoring. The proposal with the highest cumulative scoring will be awarded the contract. Applications will be evaluated technically, and points are attributed based on how well the proposal meets the requirements of the Terms of Reference using the guidelines detailed in the table below:

When using this weighted scoring method, the award of the contract may be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

* Technical Criteria weighting; 70%

* Financial Criteria weighting; 30%

Only candidates obtaining a minimum of 49 points in the Technical Evaluation would be considered for the Financial Evaluation. Interviews may be conducted as part of technical assessment for shortlisted proposals.

Criteria	Points	Percentage
Qualification		15%
<ul style="list-style-type: none">A master's degree in forestry/environmental management/natural resource management/ business administration other related disciplines	15	
Experience		50%

<ul style="list-style-type: none"> • Minimum 7 years of relevant professional experience in natural resource management and biodiversity conservation focusing on community-based conservation 	20	
<ul style="list-style-type: none"> • Demonstrated previous experience with UNDP and GEF monitoring and evaluation policies, guidelines and methodologies– at least 2 GEF funded project evaluation experiences preferably with focus on biodiversity conservation and protected areas 	15	
<ul style="list-style-type: none"> • Familiarity with challenges developing countries face in sustainable natural resource management and biodiversity conservation particularly in communities; 	5	
<ul style="list-style-type: none"> • Experience working in Asia-Pacific region or developing countries; 	5	
<ul style="list-style-type: none"> • High proficiency in both spoken and written English 	5	
Competencies		5%
<ul style="list-style-type: none"> • Conceptual thinking and analytical skills; • An independent, reliable, responsible self-motivator able to work under time pressure; • Excellent communication, team-building and diplomatic skills to develop partnerships. • Demonstrates integrity by modeling the UN's values and ethical standard; • Treats all people fairly without favoritism. 	1 1 1 1 1	
Technical Criteria		70%
**If necessary interviews shall also be conducted as part of the technical evaluation to ascertain best value for money.		
Financial Criteria – Lowest Price		30%

Documents to be included when submitting Consultancy Proposals

The following documents may be requested:

- a) Duly executed **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **CV**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- c) **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a methodology, if applicable, on how they will approach and complete the assignment. A methodology is recommended for intellectual services, but may be omitted for support services;
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an Offeror 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 Offeror must stipulate that arrangement at this point, and ensure that all such costs are duly incorporated.

Lump-sum contracts

The financial proposal shall specify a total lump-sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. To assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump-sum amount (including travel, living expenses, and number of anticipated working days).

Travel

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket; should the IC wish to travel on a higher class, they should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging, and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

Submission Instructions

Incomplete proposals and failure to comply with proposal submission instruction will not be considered or will result in disqualification of proposal.

Completed proposals should be submitted via email procurement.png@undp.org , no later than 31 July 2019.

For any clarification regarding this assignment please write to Ripana James on procurement.pg@undp.org

Please be guided by the instructions provided in this document above while preparing your submission.

UNDP looks forward to receiving your Proposal and thank you in advance for your interest in UNDP procurement opportunities.

ANNEX A: PROJECT LOGICAL FRAMEWORK

This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD: UNCP Outcome 3.1 /UNDP CPD Outcome 10: <i>By 2012, rural communities in selected provinces of each region use improved sustainable livelihood practices</i>					
Country Programme Outcome Indicators:					
Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one): 1. Mainstreaming environment and energy OR 2. Catalyzing environmental finance OR 3. Promote climate change adaptation OR 4. Expanding access to environmental and energy services for the poor.					
Applicable GEF Strategic Objective and Program:					
Applicable GEF Expected Outcomes:					
Applicable GEF Outcome Indicators:					
	Indicator	Baseline	Targets//End of Project	Source of verification	Risks and Assumptions
Project Objective ³ Develop effective natural resource management and financing systems for community conservation areas	National policy and regulatory framework providing comprehensive and consistent support for CCAs	No specific legislative framework for CCAs. Protected Areas are being established under a range of secondary legislation with limited and inconsistent governmental support	(1) A comprehensive and integrated policy and regulatory framework for CCAs is enacted by end of year 2, (2) supported by a coordinated whole-of-Government decision-making mechanism operational by year 3	Legislation enacted for CCAs, regulatory or operational enactments defining role and responsibilities of the decision-making mechanism, and documentation of decision-making mechanism in operation.	(Relevant to achieving Project Goal) Financing to maintain the conservation areas will continue to receive national and international support

³ Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR

	Area protected under Community Conservation Areas	None at present	1,000,000 hectares protected by end of project	Gazettement/ establishment notices and spatial monitoring.	State of Papua New Guinea continues to support PAs by all means against biodiversity threats
	Quality of biodiversity management of CCAs as measured by Management Effectiveness Tracking Tool	To be assessed for individual CCAs upon establishment	CCAs show sustained improvement in METT scores over the duration of the project, beginning from respective year of CCA establishment.	METT reports provided by CAMCs	External threats and pressures (e.g. climate change impacts, encroachment) do not adversely affect the status of biodiversity resources within CCAs.
	Landowner commitment to CCAs	Landowner commitment to existing forms of PAs (e.g. WMAs) is often limited, as demonstrated by level of contribution to WMA management.	Landowner commitment sufficient to ensure effective management and conservation of CCAs as measured at end-project.	Successful implementation of PA management plans and delivery of service agreements, level of participation in CAMCs and other consultative mechanisms.	Benefits of alternative land uses (e.g. agriculture, mining) do not drastically increase after agreement to set up CCAs is achieved.
	Funding for conservation and management of CCAs is sufficient to underwrite core activities, and is sustainable over time	To be established for each CCA during planning, using the PA Financing Scorecard	By end-project each established CCA has demonstrated access to all funding required for core management and conservation activities for at least two consecutive years.	PA Financing Scorecards to be completed during planning of each CCA, and subsequently on an annual basis.	Government commitment to provide revenue support to CCAs is sustained.

Outcome 1: National enabling environment for a community-based sustainable national system of protected areas (PAs) containing globally and nationally significant biodiversity					
Project Outcome	Indicator	Baseline	Targets//End of Project	Source of verification	Risks and Assumptions
1.1 Improved whole-of-Government systems and processes for making land-use decisions to avoid degradation and conversion of PAs.	Number and severity of instances in which CCAs are negatively affected by landuse or development decisions made by Government agencies	Existing PAs (e.g. WMAs) regularly suffering negative impact from agricultural conversion, mining impacts, etc.	In the final year of the project, no established CCA suffers any direct impact due to landuse/ conversion decisions, or indirect impact due to adjacent or upstream development activity.	Annual reports of CAMCs, project monitoring of supported CCAs.	Government does not make any direct and deliberate (as opposed to indirect and inadvertent) decisions to sanction development activities which degrade CCAs.
1.2. National economic development plans and sectoral plans incorporate and provide support for the objective of developing a Sustainable National System of PAs.	Explicit recognition of the role and contribution of the protected area system to national development strategies, as described in key national policy documents	No recognition of the PA system in Medium-Term Development Strategy or related planning documents. Environmentally-Sustainable Economic Growth (ESEG) Policy framework under development but not yet agreed or operationalized.	By year 3, PNG's Medium-Term Development Strategy and related planning documents explicitly recognize the development of a sustainable National PA System as a development priority, under the ESEG framework.	Audit of relevant policy documents upon publication and reported in the PIR and MTE/FE.	Inclusion of references to the National PA system on paper translate into tangible policy and financial support on the ground.
1.3. Integrated policy framework to support mainstreaming of environment conservation issues within whole-of-Government and sectoral decision-making processes	National policy framework explicitly and comprehensively addresses key conservation policy requirements, including e.g. a framework for assessing and mitigating	Comprehensive policy frameworks not yet established for EIAs, sustainable agriculture or protected area financing.	By year 3, policy frameworks for (i)SEAs, (ii)Sustainable agriculture and (iii) PA Financing have been developed, endorsed by CEPA and submitted to the Government for adoption	Audit of relevant policy frameworks upon submission, documentation of approval and reports in the PIR and MTE/FE	Existing Government commitment to adopt these policy frameworks is sustained

developed and being implemented.	environmental impacts of development, sustainability policies and criteria for agriculture and sustainable financing flows for Protected Areas.				
1.4. Integrated legal framework to ensure effective planning and regulation of development and conservation activities	Integration of the three existing Protected Areas Acts into a single legal framework for protected area establishment and management under the new Conservation and Environment Protection Act (see 3.2.1 below) with Conservation Areas providing the legal basis for establishing the Sustainable National System of PAs. The new legal arrangements for protected areas to incorporate the requirement for Benefit Sharing Agreements (BSAs).	Fragmented legislation with low power for PA management and no capacity to manage benefit sharing arrangements	A single integrated Act providing for a statutory authority with increased scope for PA management including benefit sharing arrangements	Audit of resultant legislation	Parliamentary support for legislative change

	Integration of the six Acts administered by the Department of Environment and Conservation to create a single fully integrated Conservation and Environment Protection Act for PNG.	Six separate legislative acts from different periods of history, not integrated	Integrated CEPA Act to reconcile inconsistencies in current body of law, and introduce reforms	Audit of documentation	Parliamentary support for an integrated Act
1.5. Integrated policy framework to support sustainable financing of PAs developed and evidence of success through increased funds for PA establishment and management.	Level of Government funding available for PA establishment and management.	Annual funding averages less than USD1 million at start of project.	By end-project, available funding meets minimum requirement for gazetted CAs, as measured by the PA Financing Scorecard	PA Financing Scorecard, annual DEC/CEPA reporting	Political commitment to support the national PA system is translated into sustained financial support.
1.6. Strengthened institutional and technical capacities in relevant Government agencies, linked to a framework of national core competencies to support effective conservation planning and service delivery in PAs	Level of institutional and technical capacity in CEPA (once established) and other relevant Government agencies as measured using a Capacity Scorecard or similar approach	To be established upon finalization of the Government restructuring	By end-project, CEPA institutional and technical capacity scores are rated as 'Sufficient' or 'Adequate' across all key competencies. Institutional scores for other relevant agencies (including local governments) show increases on average between project mid-term and	Institutional Capacity Scorecard to be established during creation of CEPA.	Sufficient level of cooperation obtained from other relevant agencies.

			end-project assessments		
Outcome 2: Community-managed Conservation Areas identified and established in the Owen Stanley Range and New Britain					
Project Outcome	Indicator	Baseline	Targets//End of Project	Source of verification	Risks and Assumptions
2.1 At least 1,000,000 hectares added to the national system of community-managed protected areas through the establishment of new financially and ecologically viable Conservation Areas and/or conversion of existing Wildlife Management Areas to Conservation Areas	Hectares of new Protected Areas established under the new community conservation area framework	None	By year 5 at least 1,000,000 hectares added	Gazette notices or similar	Obtaining community/landowner support for establishment of CCAs does not take significant longer than envisaged in the project strategy.
Outcome 3: Conservation Area Management Planning and Partnership Agreements with Communities					
Project Outcome	Indicator	Baseline	Targets//End of Project	Source of verification	Risks and Assumptions
3.1 Conservation Areas effectively managed according to the requirements of their respective Management Plans, with 20% increase in	Increase in METT scores for each established CA.	Individual METT scores to be calculated during establishment of the CAs	By end-project, METT scores for each CA increase by at least 20% over initial baseline	METT scorecards	CAs are established at least 3 years before project end, to allow sufficient time to demonstrate management improvements.

METT scores over the project lifetime.					
3.2. Service delivery, community development and economic development outcomes as specified in the Partnership Agreement being achieved.	Compliance with commitments stipulated in the Partnership Agreements	Agreements to be established during creation of CAs	Within 2 years of CA establishment or by end-project (whichever is sooner) CAMCs report satisfactory compliance with service delivery, community development and economic development outcomes as specified in the respective Partnership Agreements.	CAMC annual reports, with supplementary CAMC interviews at end-project if required	Changes in external factors, e.g. fiscal position of Provincial Governments and LLGs, does not adversely affect service delivery.
Outcome 4: Capacity development and support for implementation of CA Management Plans					
Project Outcome	Indicator	Baseline	Targets//End of Project	Source of verification	Risks and Assumptions
4.1 Capacity development and support for Conservation Areas stakeholders to enhance project implementation and delivery of project outputs	Institutional and individual/ technical capacities of Provincial and local level governments to ensure effective delivery of key project outputs.	Preliminary capacity assessment during PPG indicates institutional and individual/ technical capacities are low or extremely low, at 24.4% and 33.3% respectively. Detailed capacity assessments	Provincial and local level government (LLG) institutional and technical capacities to support establishment and management of CAs increases by at least 20% two years after establishment of each CA.	Capacity assessments by CEPA as part of CA establishment/ implementation.	Sufficient cooperation obtained from Provincial and local level governments for capacity development programmes

		for each participating Provincial/ local government entity to be conducted during establishment of CAs	Overall institutional capacity increases to at least 56.4%, and individual capacity increases to 50%		
4.2. Capacity development plans for landowners delivering greater capacity and improved outcomes from project activities	Capacity of landowners to manage conservation areas and associated livelihoods/ service delivery activities	Preliminary overall assessment during PPG indicated non-existent to low capacities. Specific capacity baselines to be established for each CA.	Landowner groups have sufficient capacity to implement livelihood and service delivery activities.	Proxy indicator: number of livelihood/ business development initiatives established, and progress in implementation of management and monitoring systems for CAs	Proxy indicator approach assumes other non-capacity barriers can be identified and addressed if required.
4.3. Linking of livelihood, health and population issues with CA resource management	Increased access to social services (health, sanitation, education) for landowner communities participating in CAs.	Basic social services being provided by LLGs and/or private industry (e.g. plantation and logging companies) in West New Britain. Social service provision in Kokoda being strengthened through the Kokoda Track initiative but still limited to areas around key Track sites.	All communities/ landowner groups involved in functioning community conservation areas enjoy documented improvement in at least two social service areas.	CAMC reports, final project evaluation.	Existing commitments to provide social service support from partners such as Steamships Ltd. And Digicel are maintained, and other partnerships can be established where needed.

<p>4.4. Learned lessons from the conservation management systems developed under the project are incorporated into policy and regulations, and help improve management of the national PA system</p>	<p>Improvement in policy and regulatory structures for the national PA system and continued increase in management capacity.</p>	<p>To be established as part of CEPA structure</p>	<p>Project demonstrates tangible and quantifiable increase in systemic, institutional and technical capacities by end-project.</p>	<p>CEPA performance audit system for community conservation</p>	<p>No external risk factors identified</p> <p>Project management to ensure commitment to participatory evaluation, and debrief to key stakeholders</p>
--	--	--	--	---	--

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

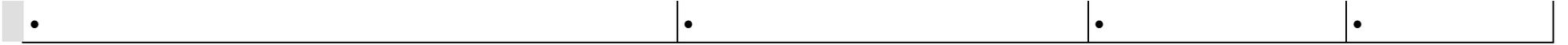
The project will make available the necessary documents to be reviewed by the evaluator, these include but are not limited to the following;

1. Project document,
2. Annual progress reports,
3. Annual work plans,
4. Signed CDRs
5. Budget revision documents,
6. Technical reports produced during the project implementation

ANNEX C: EVALUATION QUESTIONS

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

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
•	•	•	•
•	•	•	•
•	•	•	•
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
•	•	•	•
•	•	•	•
•		•	•
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
•	•	•	•
•	•	•	•
•	•	•	•
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
•	•	•	•
•	•	•	•
•	•	•	•
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
•	•	•	•



ANNEX D: RATING SCALES

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

ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Evaluators:

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

Evaluation Consultant Agreement Form⁴

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: _____

⁴www.unevaluation.org/unegcodeofconduct

ANNEX F: EVALUATION REPORT OUTLINE⁵

- i.** Opening page:
 - Title of UNDP supported GEF financed project
 - UNDP and GEF project ID#s.
 - Evaluation time frame and date of evaluation report
 - Region and countries included in the project
 - GEF Operational Program/Strategic Program
 - Implementing Partner and other project partners
 - Evaluation team members
 - Acknowledgements
- ii.** Executive Summary
 - Project Summary Table
 - Project Description (brief)
 - Evaluation Rating Table
 - Summary of conclusions, recommendations and lessons
- iii.** Acronyms and Abbreviations
 - (See: UNDP Editorial Manual⁶)
- 1.** Introduction
 - Purpose of the evaluation
 - Scope & Methodology
 - Structure of the evaluation report
- 2.** Project description and development context
 - Project start and duration
 - Problems that the project sought to address
 - Immediate and development objectives of the project
 - Baseline Indicators established
 - Main stakeholders
 - Expected Results
- 3.** Findings
 - (In addition to a descriptive assessment, all criteria marked with (*) must be rated⁷)
- 3.1** Project Design / Formulation
 - Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g., same focal area) incorporated into project design
 - Planned stakeholder participation
 - Replication approach
 - UNDP comparative advantage
 - Linkages between project and other interventions within the sector

⁵The Report length should not exceed **40** pages in total (not including annexes).

⁶ UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

⁷ Using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory, see section 3.5, page 37 for ratings explanations.

- Management arrangements
- 3.2** Project Implementation
 - Adaptive management (changes to the project design and project outputs during implementation)
 - Partnership arrangements (with relevant stakeholders involved in the country/region)
 - Feedback from M&E activities used for adaptive management
 - Project Finance:
 - Monitoring and evaluation: design at entry and implementation (*)
 - UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues
- 3.3** Project Results
 - Overall results (attainment of objectives) (*)
 - Relevance (*)
 - Effectiveness & Efficiency (*)
 - Country ownership
 - Mainstreaming
 - Sustainability (*)
 - Impact
- 4.** Conclusions, Recommendations & Lessons
 - Corrective actions for the design, implementation, monitoring and evaluation of the project
 - Actions to follow up or reinforce initial benefits from the project
 - Proposals for future directions underlining main objectives
 - Best and worst practices in addressing issues relating to relevance, performance and success
- 5.** Annexes
 - ToR
 - Itinerary
 - List of persons interviewed
 - Summary of field visits
 - List of documents reviewed
 - Evaluation Question Matrix
 - Questionnaire used and summary of results
 - Evaluation Consultant Agreement Form

ANNEX G: 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: _____

ANNEX H: TE REPORT AUDIT TRAIL.

UNDP/GEF PROJECT TERMINAL EVALUATION REPORT AUDIT TRAIL

Note: The following is a template for the Final Evaluation Team to show how the received comments on the draft report have (or have not) been incorporated into the final report. This audit trail should be included as an annex in the final evaluation report.

To the comments received on [Date of when comments received from UNDP and responded to by consultant] and [Name of Project, Project ID and Award ID]

The following comments were provided in track changes to the draft TE report; they are referenced by institution ("Author" column) and track change comment number ("#" column):

Author	#	Para No./ comment location	Comment/Feedback on the draft TE report	TE team response and actions taken

Prepared by:

Emily Fajardo, Technical Specialist, CEPA/GEF/UNDP CbFCCRM Project

Approved by:

Edward Vrkic, UNDP Head of the Environment Portfolio and Senior Advisor on Climate Change