

## 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 *Project: "Enhancing Climate Resilience of the Vulnerable Communities and Ecosystems in Somalia"* (PIMS # 5268).

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

### PROJECT SUMMARY TABLE

Project Title:	Enhancing Climate Change Resilience of the Vulnerable Communities and Ecosystems in Somalia			
GEF Project ID:	5592		<u>at endorsement (Million US\$)</u>	<u>at completion (Million US\$)</u>
UNDP Project ID:	5268	GEF financing:	8.00	8.00
Country:	Somalia	UNDP Contribution	1.5	5.8
Region:	Somaliland, Puntland, Hirshabelle, Galmudug, and South West	Government (in-kind):	8.00	8.00
Focal Area:	Climate Change Adaptation	Other:	55.32	55.37
FA Objectives, (OP/SP):	Sustainable Natural Resource Management	Total co-financing:	64.82	69.17
Executing Agency:	UNDP Somalia – Direct Implementation Modality	Total Project Cost:	72.82	77.17
Other Partners involved:	Office of the Prime Minister, GEF Operational Focal Point (Federal Focal Point) Environment Ministries in Somaliland, Puntland, Galmudug, Hir-Shabelle, and South West	ProDoc Signature (date project began):		04 December 2014
		(Operational) Closing Date:	Proposed: 31 June 2019	Actual: 31 December 2018

## OBJECTIVE AND SCOPE

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The project is currently implementing National Adaptation Plan of Action (NAPA) priority interventions to enhance climate change resilience of the vulnerable communities and ecosystems in Somalia which aims to minimize climate change impacts and strengthen adaptive resilience capacity at national and regional levels (Somaliland, Puntland and Southern Central Somalia).

The Project Objective is enhanced resilience and improved adaptive capacity of vulnerable Somali communities in pilot areas, and the ecosystems on which they depend, to the adverse impacts of climate change. As set out in the Project Document, this Objective is to be reached through two components.

Component 1 is enhancing policies, institutional frameworks and government capacities. The planned Outcome under Component 1 is “policies, plans and tools reviewed, revised, developed, adopted and implemented by government to mainstream and enhance adaptive capacity and mitigate the risks of climate change on vulnerable communities and critical ecosystem services”.

Component 2 is piloting ecosystem-based adaptation strategies. The planned Outcome under Component 2 is “models of community and ecosystem resilience developed and implemented in pilot areas selected in consultation with government and community stakeholders”.

In summary, Component 1 deals with national capacity, whereas Component 2 deals with local communities, community vulnerability and demonstrating models.

The project’s Theory of Change is to set the foundation to mainstream Climate Change Adaptation and Natural Resource Management into Somalia’s nascent national and community governance structures. LDCF financing was used to support ministries, districts, NGOs/CBOs to integrate climate change risks into natural resource management and disaster preparedness. Climate risk management were institutionalized from national to local levels. CBOs were revitalized to take the lead on implementing community-based ecosystem-based flood preparedness and other adaptation measures. To support community-led activities, water is captured using small scale infrastructure and flood impacts are reduced with water diversion techniques and reforestation. With 73% of the population under 30 years of age, youth were sensitised with climate change knowledge so that they can serve understaffed ministries and support CBO efforts on-the-ground. Furthermore, the project empowered women to market and scale-up distribution of adaptation technologies to have an improved asset base. With such activities aimed to support resilience to climate change, in conjunction with other on-going initiatives of relevance outlined in this project document, LDCF resources are expected to also build governing and planning capacities at the national and district levels and to enhance the adaptive capacity of vulnerable populations throughout Somalia.

The following results were ensured by completion of the project:

- Communities capacities were built to implement local solutions to mitigate the impacts of climatic change and natural disasters across arid and semi-arid zones of Somalia;
- The project supported and engaged policy makers to find long-term solutions to the impacts of drought and floods including recent Drought Needs Impact Assessment (DINA) and Recovery and Resilience Framework (RRF);
- The project mobilized additional resources as part of the 2016-17 drought response to reach out to 6429 households in drought prone areas by extending medium to long-term support for the use of groundwater sources;
- Finalisation of a National Climate Change Policy and two regional Land Use Policies (Somaliland Land Use Policy and Puntland Rural Land Use Policy)

- The National Disaster Management Policy approved, 2 Disaster Management Strategies for Somaliland and Puntland updated to respond to natural disasters and climatic shocks
- The project strengthened coordination and capacities of disaster mandated institutions in in Somalia to effectively respond to Climate Change Impacts and Natural Disasters
- set of briefing notes, fact sheets, presentations, guidelines for mainstreaming climate change in sectoral policies with gender considerations were developed for Puntland and Somaliland
- Capacity assessments for three disaster management institutions of the federal and regional governments in September 2017
- establishment of drought operation centers in Puntland and Somaliland. These centers have significantly improved capacity on the early warning alerts on climate disasters, coordination and dissemination for timely preparedness
- over 290 women trained on how to use technology in adaptation planning and start up grants for upscaling initiatives
- Small and medium sized water harvesting infrastructures in Somaliland, Puntland, Galmudug, Hir-Shabelle, and South west
- Reforestation of over 520 ha of rangelands (Somaliland:400, Puntland:120)
- 8 Disaster Management and Contingencies plans were completed for 20 districts. These plans identify triggers of various actions to be taken by the institutions and communities. These plans also quantify the resources required in the event of climatic disaster
- Completion of 3 responsive plans. These plans integrate vulnerabilities to climate risks as well as adaptation planning.
- 57 officials from the federal government and regional governments of Jubaland, South-West, Puntland and Galmudug trained on "Policies and Practices for Climate Change Adaptation". The trainings were held in collaboration with the Kenya Forest Research Institute (KEFRI) with focus on climate adaptation in arid and semi-arid zones
- 46 government officials trained on disaster risk management under the conditions of climate change in Puntland and Somaliland. 30% of participants for all trainings were women
- The Study Tour for 22 representatives to Kenya Forest Research Centre and COP21, COP22, and COP23 respectively
- The climate adaptation curriculum has now been mainstreamed into respective regional Universities courses under the environment and natural resource management (Somaliland, Jubaland, Puntland, South West & Hir-Shabelle)
- The project initiated a scholarship Programme for master's level degree through Amoud University. A total of 30 national students (30% women) are enrolled in the masters Programme with specialized modules on climate change and environment and natural resource management. This is the first such Programme in Somalia and is expected to become self-sustaining after the first cohort graduates

The project has an implementation period of four years, having started in January 2015 with the holding of Inception Workshop. TE is to cover the entire Programme, and 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. as [UNDP Evaluation Guidance for GEF Financed Projects.pdf](#)

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. Furthermore, Project Document for the LDCF1 and Enhancing Climate Resilience of the Vulnerable Communities and Ecosystems in Somalia Project is attached as [Annex I](#)

## **EVALUATION APPROACH AND METHOD**

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An overall approach and method<sup>1</sup> 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. The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Somaliland, Puntland, Galmudug, South West, and Hir-Shabelle region including the following project sites:

1. *Somaliland (Hargeisa, Sheikh, and Burao districts)*
2. *Puntland (Garowe, Gardo, Bandar-bayla, and Burtinle districts)*
3. *Galmudug (Balanbale & Guriel districts), Hir-Shabelle (Jowhar district) and*
4. *South West State (Afgoye district)*

Interviews will be held with the following organizations and individuals at a minimum:

### **Key stakeholders:**

1. Office of Environment, Office of Prime Minister, Federal Government of Somalia
2. Somaliland Ministry of Environment and Rural Development
3. Somaliland Ministry of Water Resources
4. Somaliland National Agency for Disaster and Food Reserves
5. Puntland Ministry of Environment and Climate Change
6. Puntland Humanitarian Agency for Disaster Management
7. International Office of Migration (IOM)
8. Kenya Forest and Research Institute
9. Hargeisa Water Agency
10. Somaliland Amoud University

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

list of the project Consultants is attached as in [Annex J](#)

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](#).

<b>Evaluation Ratings:</b>			
<b>1. Monitoring and Evaluation</b>	<i>rating</i>	<b>2. IA&amp; EA Execution</b>	<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	
<b>3. Assessment of Outcomes</b>	<i>rating</i>	<b>4. Sustainability</b>	<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
Grants	1.5	5.8					1.5	5.8
Loans/Concessions								

• In-kind support			8.0	8.0			8.0	8.0
• Other	21.32	21.32			34.0	34.05	55.32	55.37
Totals	22.82	27.12	8.0	8.0	34.0	34.05	64.82	69.17

## 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.<sup>2</sup>

## CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions, recommendations** and **lessons**. Conclusions should build on findings and be based in evidence. Recommendations should be prioritized, specific, relevant, and targeted, with suggested implementers of the recommendations. Lessons should have wider applicability to other initiatives across the region, the area of intervention, and for the future.

## IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Somalia. 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 36 days according to the following plan:

Activity	Timing	Completion Date
Preparation	4 days	11-14 March 2019
Evaluation Mission	14 days	15-28 March 2019
Draft Evaluation Report	5 days	8 April 2019
Final Report	7 days	15 April 2019

## EVALUATION DELIVERABLES

<sup>2</sup> 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](#)

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
<b>Inception Report</b>	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission.	Evaluator submits to UNDP CO
<b>Presentation</b>	Initial Findings	End of evaluation mission	To project management, UNDP CO
<b>Draft Final Report</b>	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFPs
<b>Final Report*</b>	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

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The evaluation team will be composed of three evaluators (One international consultant and two national consultants. Under the guidance and leadership of the international consultant, one national consultant would cover Puntland and Somaliland while the other will cover Federal Government, Galmudug, Hir-Shabelle and South West State. International consultant will prepare an action plan for the nationals for data collection, stakeholders meetings and initial analysis of the information collected and will responsible in 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 International Consultant must present the following qualifications:

- Advanced university degree (Master's or PhD) in natural sciences, environmental management, development studies, economics, climate change or related discipline
- least 8 years of relevant professional experience in Environmental Sciences, Climate Change impacts, mitigation and adaptation, disaster risk management or related field;
- Recognized expertise in the field of climate change adaptation issues
- Previous demonstrated experience with results-based monitoring and evaluation methodologies;
- Substantive and proven experience with terminal evaluation/review of donor driven projects (preferably GEF, GCF, or UN projects);
- Excellent English communication skills
- Computer literacy
- Fluency in oral and written English required; and Somali language would be an added asset.

The Terms of Reference for the National Consultants is included in [Annex K](#).

## EVALUATOR ETHICS

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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%	Following submission and approval of TE mission inception and report
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

#### **APPLICATION PROCESS**

Applicants are requested to apply online: <http://www.undp.org/content/undp/en/home/jobs.html/>  
[https://unjobs.org/duty\\_stations/somalia](https://unjobs.org/duty_stations/somalia).

Individual consultants are invited to submit applications together with their CV for these positions. The application should contain a current and complete C.V. in English with indication of the e-mail and phone contact. Shortlisted candidates will be requested to submit an electronic CV with a price offer indicating the total cost of the assignment (including daily fee, per diem and travel costs) to:

Dahir Hassan

Procurement Analyst

UNDP Somalia, Mogadishu Office.

[dahir.hassan@undp.org](mailto:dahir.hassan@undp.org)

**Deadline: XXX, 2018**

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.



## ANNEX A: PROJECT LOGICAL FRAMEWORK

<p><b>This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD:</b>                  CPD Outcome 3: Somali women and men benefit from increased sustainable livelihood opportunities and improved natural resources management</p>					
<p><b>Country Programme Outcome Indicators:</b>                  CPD Indicator 3b: Improved natural resource management</p>					
<p><b>Primary Applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one):</b>                  Promote climate change adaptation</p>					
<p><b>Applicable GEF Strategic Objective and Program:</b>                  Climate Change Adaptation Objective 2 “Increase adaptive capacity to respond to the impact of climate change, including variability, at local, national, regional and global level”</p>					
<p><b>Applicable GEF Expected Outcomes:</b>                  Outcome 2.1: Increased knowledge and understanding of climate variability and change-induced risks at country level and in targeted vulnerable areas                  Outcome 2.2: Strengthened adaptive capacity to reduce risks to climate-induced economic losses.                  Outcome 2.3: Strengthened awareness and ownership of adaptation and climate risk reduction processes at local level                  Outcome 3.1: Successful demonstration and deployment of relevant adaptation technology in targeted areas</p>					
<p><b>Applicable GEF Outcome Indicators:</b></p> <ul style="list-style-type: none"> <li>• % of population covered by climate change risk reduction measures</li> </ul>					
	<b>INDICATOR</b>	<b>BASELINE</b>	<b>END OF PROJECT TARGETS</b>	<b>SOURCE OF INFORMATION</b>	<b>RISKS AND ASSUMPTIONS</b>
<p><b>Project Objective<sup>3</sup></b>                   Enhanced resilience and improved adaptive capacity of vulnerable Somali communities in pilot areas, and the ecosystems on</p>	<p>1. % of men and women in targeted community population with awareness of predicted adverse impacts of climate change and</p>	<p>1. 70% of the rural populations are pastoralists or farmers. Both livelihoods are vulnerable to climate change impacts, most notably droughts and floods. Scarce water resources, depleted forests and unsustainable natural resource management practices (e.g., charcoal production) are exacerbating the impacts of climate change.</p>	<p><u>TARGET 1:</u> 60% of target men and women (approximately 43,000 people) have awareness and knowledge on</p>	<p>1. Socio-economic baseline and final evaluation surveys on climate change awareness amongst target populations</p>	<p>ASSUMPTION: Local communities are incentivized to implement climate resilience-building measures due to sufficient sensitization on climate change impacts.</p> <p>RISK: Water and natural resource management</p>

<sup>3</sup> Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR.

which they depend, to the adverse impacts of climate change.	appropriate responses (AMAT 2.3.1)	<u>BASELINE 1:</u> Less than 25% of the rural populations have knowledge on how to respond to and prepare for droughts and floods.	adaptation responses to Climate Change <sup>4</sup>		strategies are made ineffective by an unanticipated increase in the frequency of flood events and continued drought which jeopardizes agricultural and pastoral production
	2. Percentage of targeted HHs with enhanced livelihoods through access to water, improved ecosystem services and reforestation (AMAT 1.3.1.1)	<u>BASELINE 2:</u> 0% of the targeted HHs has livelihoods resilient to climate shocks. Livelihoods need to be strengthened by mobilizing water with physical infrastructure for use during the dry season (e.g., earth dams and retention basins, boreholes, etc). Also, livelihoods need to be strengthened with reforestation/afforestation and sustainable land use practices. Farmers and pastoralists need to be provided technical and applied knowledge on soil and water conservation methods and other sustainable practices to ensure that they can continually make use of productive ecosystem services.	<u>TARGET 2:</u> 100% of all targeted 7,200 <sup>5</sup> HHs for all zones have enhanced livelihoods through access to water, improved ecosystem services and reforestation	2. Socio-economic baseline and final evaluation surveys on strengthened livelihoods	RISK: Security risks could affect project implementation, particularly clan-based conflicts over competing uses of natural resources.
<b>Outcome 1:</b> Policies, plans and tools reviewed,	1. Number of Land Use Policies and implementation roadmaps developed	<u>BASELINE 1:</u> Land use policies and proper enforcement mechanisms on land-use do not exist in all zones of Somalia. This has led to conflicts over	<u>TARGET 1:</u> A Land Use Policy in each zone (Somaliland, Puntland	1. Review of the Land Use Policies	ASSUMPTION: There is sufficient political support and capacity (including capacity building activities)

<sup>4</sup> Agro-pastoralists and pastoralists will be provided with climate change awareness due to community involvement with construction, infrastructure O&M and working with CBOs.

<sup>5</sup> 1,000 HHs in each target community in South Central will benefit from large-scale water mobilization (4,000 HHs total approximately). 500 HHs per large-scale water mobilization and diversions and 300 HHs per small infrastructure in Somaliland and Puntland target communities (1,600 HHs approximately in both Somaliland and Puntland).

revised, developed, adopted and implemented by government to mainstream and enhance adaptive capacity and mitigate the risks of climate change on vulnerable communities and critical ecosystem services	that support sustainable Natural Resources Management (AMAT 1.1.1)	natural resources and exacerbated tensions between grazing nomadic pastoralists and sedentary agro-pastoralists. Rural populations are also using land in an ad-hoc manner, cutting trees to produce charcoal and encroaching on grazing lands.	and South Central) is developed.		within the agencies dealing with adaptation for successful execution and implementation of the project.  ASSUMPTION: Relevant Ministries have an interest in fully integrating adaptation strategies into their long-term planning.
	2. Number and type of plans and policies in place to address climate risks and include climate-resilient measures (AMAT 1.1.1 and UNDP 2.5.1)	<u>BASELINE 2:</u> Other than the NAPA (2013), there are no policies, strategies or development plans which address how to effectively adapt to climate risks. Policies on the environment and disaster risk management exist, such as the National Policy on Environment in Somaliland and a Disaster Risk Reduction Framework in Puntland, however, none of these address climate risks and includes adaptation measures.	<u>TARGET 2:</u> Development of a gender-sensitive National Disaster Management Policy and at least 3 existing plans/policies are updated to address climate risks	2. Review of the uptake of adaptation measures to climate change in existing plans/policies	ASSUMPTION: The Government of Somalia has sufficient incentive to design funds earmarked to support the environment and climate change that can be effectively targeted towards long-term adaptation-related activities in a transparent manner with appropriate financial management.
	3. Type and level of development frameworks that include specific budgets for adaptation actions (AMAT 1.1.1.1)	<u>BASELINE 3:</u> With the New Deal Compact, Somalia has received over USD 50 million in donor support to address NRM issues through projects such as EU's MDG project, PREP, PROSCAL and FAO SWALIM programmes. However, these projects/programmes have a limited duration (on average 4 years). With climate change proven to worsen in the decades to come, national and regional governments require	<u>TARGET 3:</u> Development of the National Climate Change Policy including a fund mobilization strategy to raise public and private financing earmarked for climate change adaptation in all zones	3. National Climate Change Policy and accounting records on financing earmarked for adaptation	RISK: A low level of cooperation between executing institutions due to political divisions and the existence of three distinct zones of Federal Somalia, Puntland and Somaliland makes the coordination of

		<p>mobilization of long-term financing. Financing must be earmarked for adaptation measures across sectors to target capacity building, activities, projects or programmes that build resilience to climate change.</p>			<p>policy development challenging.</p> <p>RISK: The project could encounter delays due to the lack of nationally-available expertise and human resources</p> <p>RISK: Limited climate monitoring inhibits forecasting capabilities and the ability to develop detailed spatial mapping to allow for adequate adaptation and risk reduction planning</p>
<p><b>Outcome 2</b></p> <p>Models of community and ecosystem resilience developed and implemented in pilot areas selected in consultation with government and community stakeholders</p>	<p>1. Number and type of physical livelihood assets constructed to reduce the impacts of floods and droughts (AMAT 1.2.1.8)</p>	<p><u>BASELINE 1:</u> The rural populations are at extreme risk because they do not have sufficient water for drinking and irrigation. They are also subject to loss of crops and livestock due to the fact that the most fertile areas are within or adjacent to wadis which are susceptible to flash flooding. Moreover, during the high rainy periods, runoff cannot be effectively stored for use during the dry season. Therefore, there is a need to construct physical infrastructure to mobilize surface water and groundwater.</p>	<p><u>TARGET 1:</u> Design and construction of 2 50,000 m3 earth dams in Puntland and Somaliland, rehabilitation of 4 dams in South Central, 6, 5 and 8 water diversions constructed in Puntland, Somaliland and South Central respectively, rehabilitation of 4 canals in South Central and rehabilitation of 4</p>	<p>1. Construction log of the Ministries of Water, Agriculture and the Environment</p>	<p>ASSUMPTION: Initial hydrogeological studies and technical assessments are accurate in their predictions of water capture and storage capacities.</p> <p>ASSUMPTION: Local populations, including nomadic pastoralists, will not trespass into protected reforestation and re-vegetation areas due to being informed of the purpose of these areas to restore the natural</p>

			boreholes in South Central		environment and reduce erosion
	2. Number of hectares of land reforested and managed sustainably under a conservation scheme (AMAT 2.3.1.1, UNDP SP Outcome 1, Indicator 5)	<u>BASELINE 2:</u> Due to poor natural resource management and significant tree removal for charcoal production, agro-pastoralists and pastoralists are losing their forests. Consequently, agro-pastoralists do not have sustainable livelihoods and the region is subject to significant erosion and climate change impacts.	<u>TARGET 2:</u> 200 ha reforested in each zone	2. Reforestation/ Afforestation records kept by the Ministries of Agriculture and the Environment	RISK: Water ministries have limited capacity to design, construct and perform maintenance on water mobilization infrastructure  RISK: There is insufficient technical and operational capacity within the regional governments to coordinate drought and flood preparedness and to implement unfamiliar Ecosystem-based Adaptation actions
	3. Number of farmers and pastoralists in the target districts participating in Agro-Pastoral Field Schools (disaggregated by gender) (AMAT 2.2.1.1)	<u>BASELINE 3:</u> The agro-pastoral communities have no capacity to produce diversified crops and develop more sustainable agro-pastoral and pastoral practices (e.g. using soil and water conservation methods, producing drought-tolerant forage).  The pastoralists in each region have had no capacity reinforcement on soil conservation measures, re-seeding, veterinary medicine and animal hygiene to ensure more sustainable pastoralist practices.	<u>TARGET 3:</u> 16 Agro-Pastoral Field Schools (APFS) established (2 in each district) with 200 direct beneficiaries per APFS (30% women)	3. Farmer Field School and Pastoral Field School training logs	RISK: The lack of politically recognized Environmental Impact Assessment procedures causes unforeseen adverse social/environmental impacts such as downstream impacts due to water mobilization and retention infrastructure
	4. Number of community driven plans that explicitly address disaster and climate risk management and	4. There are no district level, or community level, disaster management capacities. If early warning information is provided to communities, it is usually passed on in a very ad-hoc, uncoordinated manner	<u>TARGET 4:</u> One (1) gender-sensitive plan developed by each District Disaster Management Committee to be created	4a. Conventions signed, confirming creation of District Disaster	RISK: Targeted farmers and pastoralists are skeptical and unwilling to use adaptation technologies / practices so as

	<p>equity / gender considerations which include Monitoring and Evaluation mechanisms (AMAT 2.2.1 and UNDP SP 5.2.1)</p>	<p>by leaders to others through SMS or word of mouth.</p> <p><u>BASELINE 4:</u> Disaster Management Committees are required to be developed in each district. The DDMCs must be tasked with preparing targeted, community-based, gender-sensitive disaster preparedness plans to mitigate the impacts of droughts and floods.</p>	<p>(with women representation) in the eight target districts (8 plans total)</p>	<p>Management Committees</p> <p>4b. Review of the DRM plans of the District Disaster Management Committees</p>	<p>to diversify their livelihoods and/or income diversification strategies do not significantly increase household incomes</p>
	<p>5. Number of individuals trained in adaptation technologies in order to establish women-based marketing businesses for the technologies (AMAT 3.2.1.1)</p>	<p><u>BASELINE 5:</u> Currently, women are particularly vulnerable to climate shocks due to their dependence on natural resources. Women require awareness and training on available adaptation technologies which will enable them to build resilience to climate change (e.g., water harvesting buckets, solar water pumps, drip irrigation systems).</p> <p>Women are more often than men, involved in operating small businesses due to their entrepreneurial spirit as well as for historical and cultural reasons (e.g., Somali women are responsible for working on farms.) Women are thus best placed to pilot and market adaptation technologies.</p>	<p>5. 300 women trained in adaptation technologies as a foundation for starting sustainable technology marketing enterprises</p>	<p>5. Baseline and final survey of women-based groups which are promoting adaptation technologies</p>	

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

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1. UNDP Project Document
2. Project Steering Committee's minutes
3. Annual Project Implementation Reports (PIRs) including Project budget and financial data
4. Monthly and quarterly progress reports and work plans of the various implementation task teams
5. Monitoring and Follow-up reports
6. Completed UNDP-GEF focal area tracking report tools
7. Training reports, and Communication Plan reports.
8. Published knowledge materials
9. Consultancy Reports
10. Mission reports
11. Project operational guidelines, manuals and systems
12. UNDP country Programme document
13. Midterm Review Report (MTR) and Management response to MTE;
14. List and contact details for project staff, key project stakeholders, including Project Boards, and other partners to be consulted;
15. Project sites, highlighting suggested visits;
16. Inception report
17. Knowledge and legislation related products

## 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
<b>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?</b>			
•	•	•	•
•	•	•	•
•	•	•	•
<b>Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?</b>			
•	•	•	•
•	•	•	•
•		•	•
<b>Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?</b>			
•	•	•	•
•	•	•	•
•	•	•	•
<b>Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?</b>			
•	•	•	•
•	•	•	•
•	•	•	•
<b>Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?</b>			
•	•	•	•
•	•	•	•



**ANNEX D: RATING SCALES**

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

## ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

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### 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 Form<sup>6</sup>

#### 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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<sup>6</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)

## ANNEX F: EVALUATION REPORT OUTLINE<sup>7</sup>

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- 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 Manual<sup>8</sup>)
- 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 rated<sup>9</sup>)
- 3.1** Project Design / Formulation
  - Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
  - Assumptions and Risks
  - Lessons from other relevant projects (e.g., same focal area) incorporated into project design
  - Planned stakeholder participation
  - Replication approach
  - UNDP comparative advantage
  - Linkages between project and other interventions within the sector
  - Management arrangements
- 3.2** Project Implementation
  - Adaptive management (changes to the project design and project outputs during implementation)
  - Partnership arrangements (with relevant stakeholders involved in the country/region)
  - Feedback from M&E activities used for adaptive management

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<sup>7</sup>The Report length should not exceed 40 pages in total (not including annexes).

<sup>8</sup> UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

<sup>9</sup> 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.

- 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
- *Annexed in a separate file:* TE Audit Trail
- *Annexed in a separate file:* Terminal GEF Tracking Tool (if applicable)

**ANNEX G: EVALUATION REPORT CLEARANCE FORM**

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*(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**

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

To the comments received on **(date)** from the Terminal Evaluation of **(project name)** (UNDP **PIMS #**)

The following comments were provided in track changes to the draft Terminal Evaluation report; they are referenced by institution (“Author” column) and by comment number (“#” column):

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

**ANNEX I: THE LDCF1 AND CCR PRODOC**

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Signed PIMS 5268 - CCR Prodoc.docx  
LDCF - Somalia - Pro

**ANNEX J: LIST OF PROJECT CONSULTANTS/CONTRACTORS/COMPANIES**

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List of Project  
Consultants\_Contra

**ANNEX K: TERMS OF REFERENC FOR THE NATIONAL CONSULTANTS**

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ToR National  
Consultant -Gender