UNDP-GEF Midterm Review Terms of Reference

Standard Template 1: Formatted for attachment to UNDP Procurement Website

1. INTRODUCTION

This is the Terms of Reference (ToR) for the UNDP-GEF Midterm Review (MTR) of the full-sized project titled "Conservation and sustainable use of Pamir Alay and Tien Shan ecosystems for snow leopard protection and sustainable community livelihoods" (PIMS 5437) implemented through the National Biodiversity and Biosafety Center under the Committee for Environmental Protection under the Government of the Republic of Tajikistan, which is to be undertaken in 2019. The project started on the 03 August 2016 and is in its third year of implementation. In line with the UNDP-GEF Guidance on MTRs, this MTR process was initiated before the submission of the second Project Implementation Report (PIR). This ToR sets out the expectations for this MTR. The MTR process must follow the guidance outlined in the document *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* (http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_EN_2014.pdf).

2. PROJECT BACKGROUND INFORMATION

Situated in the far west of the species distribution range, the total habitat of the snow leopard in Tajikistan is reported to be about 85,700 km². Tajikistan forms an important link between the southern and northern range populations of snow leopards, and serves as a vital corridor for the genetic interchange between these populations. Although no precise population estimate is available for the country, the current population estimates for snow leopards is around 220 individuals - significantly lower than the approximately 1,000 individuals prior to the 1980's.

The Government of Tajikistan is a party to The Bishkek Declaration on the Conservation of Snow Leopards (2012). Within the framework of the 'Bishkek Declaration', the Global Snow Leopard & Ecosystem Protection Program (GSLEP, 2013) seeks to bring together governments of snow leopard range countries to collectively recognize the threats to snow leopards, and commit to coordinated national and international action. The foundation of the GSLEP is a set of 12 National Snow Leopard and Ecosystem Priorities (NSLEP) developed by each range country government.

This project directly supports the implementation of the priority actions contained in the NSLEP for Tajikistan. It seeks to: (i) prevent the further fragmentation of snow leopard and prey landscapes in Tajikistan; (ii) maintain and/or restore the quality of key snow leopard and prey habitats within these landscapes; (iii) improve the conservation status of, and sustainability of pasture and forest use in, these key snow leopard and prey habitats; and (iv) reduce the direct threats to the survival of snow leopards and prey populations living in these key habitats.

The project strategy is focused around four strategic areas of intervention as follows:

Conservation areas – improving the conservation tenure and conservation security of protected areas and community-based conservancies by building the institutional and individual capacities to implement a smart patrol system;

Livestock pasture areas – improving sustainable management of pasture lands across the snow leopard range by incentivising changes to unsustainable practices and reducing the extent and intensity of conflicts between pastoralists and snow leopard and their prey by enhancing the survival rate of livestock;

Forest areas – improving the ecological integrity of forests in the snow leopard range by: (i) rehabilitating degraded forests; and (ii) reducing the extent and intensity of harvesting of wood from these forests by encouraging the adoption of other fuel sources; and

Knowledge – expanding the reach of research, monitoring and planning efforts about snow leopard, snow leopard prey and their habitats by building institutional capacities, resources and partnerships.

The project is structured into three components, with each component comprising a complementary suite of two to four outputs which collectively contribute to realizing the targeted outcome for the component.

The first component supports the development and implementation of a smart patrol system in two sections of the Tajik NP, a World Heritage Site. Work under this component is focused around four key areas of project support: (i) Secure the conservation status and boundaries of protected areas (Output 1.1); (ii) Develop the capacity to implement a smart patrolling system in protected areas (Output 1.2); (iii) Improve the equipment and infrastructure to support the implementation of a smart patrolling system in protected areas (Output 1.3); and (iv) Enhance community involvement in, and beneficiation from, protected areas (Output 1.4).

The second component assists in improving the planning and management of the high altitude livestock pastures and indigenous forests located along, or immediately adjacent to, the key snow leopard migration routes within the Hissar-Alay and Vakhsh-Darvaz areas. Work under this component is focused around three key areas of project support: (i) Reduce impacts on, and improve the management of, livestock pastures (Output 2.1); (ii) Reduce impacts on, and improve the management of, forests (Output 2.2); and (iii) Strengthen wildlife monitoring and enforcement capacities (Output 2.3).

The third component strengthens the state of knowledge of, and collaboration in, the conservation of snow leopard and their ecosystems. Work under this component is focused around two key areas of project support: (i) Enhance the state of knowledge on snow leopard and prey populations (Output 3.1); and (ii) Improve the coordination of, and cooperation in, snow leopard conservation and monitoring (Output 3.2).

The total cost of investment in the project is estimated at US$23,791,370, of which US$ 4,181,370 constitutes grant funding from GEF and US$19,610,000 comprises co-financing from national government, local government, the private sector, NGOs and UNDP.

The National Biodiversity and Biosafety Center is the main institution responsible for different aspects of project implementation. The NBBC works in close cooperation with the Committee for Environmental Protection (CEP), State Institution for Specially Protected Natural Areas and local forestry departments on project sites. The NBBC coordinates all project activities at the local level, in close collaboration with the district (Jamoat) government authorities in each of the targeted regions.

Throughout the project's development, the following affected national and local government institutions are directly involved as well in project development, including the Ministry of Agriculture, Ministry of Economy and Trade, Committee for Land Management, Geodesy and Cartography, The Academy of Sciences of the Republic of Tajikistan, development partners (e.g. German Government, World Bank, FAO).

3. OBJECTIVES OF THE MTR

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

4. MTR APPROACH & METHODOLOGY

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

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

Engagement of stakeholders is vital to a successful MTR.[2] Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to the Committee for Environmental Protection, State Institution for Specially Protected Natural Areas and local forestry departments on project sites, Academy of Sciences of the Republic of Tajikistan and its subordinate institutes; executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc. Additionally, the MTR team is expected to conduct field missions to the key snow leopard ecosystems of the Tien Shan and Pamir-Alay and project interventions sites in Khatlon region, the Districts of Republican Subordination, Sughd region and the Gorno-Badakhshan Autonomous Region of Tajikistan, including the following project sites: Dashtijum (Samsiddin Shokhin District), Sarikhosor (Baljuvan district), Sangvor and Lyakhsh sections of the Tajik National Park (Sangvor and Lyakhsh districts), Iskanderkul (Aini district), Shakhristan District, Khorog city, Murgab district, Bartang valley. The final MTR report should

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[1] For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results, 05 Nov 2013.

[2] For more stakeholder engagement in the M&E process, see the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 3, pg. 93.

describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

5. DETAILED SCOPE OF THE MTR

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

i. Project Strategy

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

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

ii. Progress Towards Results

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

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

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

Indicator Assessment Key

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

In addition to the progress towards outcomes analysis:

- Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

iii. Project Implementation and Adaptive Management

Management Arrangements:

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

Work Planning:

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

Finance and co-finance:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.

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

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

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

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

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

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

iv. Sustainability

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

- In addition, assess the following risks to sustainability:

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

Socio-economic risks to sustainability:
- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

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

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

Conclusions & Recommendations

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

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

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

Ratings

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

Table. MTR Ratings & Achievement Summary Table for the project "Conservation and sustainable use of Pamir Alay and Tien Shan ecosystems for snow leopard protection and sustainable community livelihoods"

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

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

	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
Project Implementation & Adaptive Management	(rate 6 pt. scale)	
Sustainability	(rate 4 pt. scale)	

6. TIMEFRAME

The total duration of the MTR will be approximately 20 working days over a time period of 14 weeks starting September 16th, 2019, and shall not exceed five months from when the consultants are hired. The tentative MTR timeframe is as follows:

TIMEFRAME	ACTIVITY
August 15th, 2019	Application closes
September 16th, 2019	Select MTR Team
September 20th, 2019	Prep the MTR Team (handover of Project Documents)
September 23rd to October 4th, 2019, 3 days	Document review and preparing MTR Inception Report
October 7th to 11th, 2019, 2 days	Finalization and Validation of MTR Inception Report- latest start of MTR mission
October 14th to 23rd, 2019, 8 days	MTR mission: stakeholder meetings, interviews, field visits
October 23rd, 2019	Mission wrap-up meeting & presentation of initial findings- earliest end of MTR mission
October 28th to November 8th, 2019, 5 days	Preparing draft report
November 26th, 2019, 2 days	Incorporating audit trail from feedback on draft report/Finalization of MTR report
December 16th, 2019	Preparation & Issue of Management Response
December 18th, 2019	Concluding Stakeholder Workshop (not mandatory for MTR team)
December 18th, 2019	Expected date of full MTR completion

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

7. MIDTERM REVIEW DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	**MTR Inception Report**	MTR team clarifies objectives and methods of Midterm Review	No later than 2 weeks before the MTR mission: October 4th, 2019	MTR team submits to the Commissioning Unit and project management

2	**Presentation**	Initial Findings	End of MTR mission: October 23rd, 2019	MTR Team presents to project management and the Commissioning Unit
3	**Draft Final Report**	Full report (using guidelines on content outlined in Annex B) with annexes	Within 3 weeks of the MTR mission: November 8th, 2019	Sent to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, GEF OFP
4	**Final Report***	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report	Within 1 week of receiving UNDP comments on draft: November 26th, 2019	Sent to the Commissioning Unit

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

8. MTR ARRANGEMENTS

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is UNDP Country Office in Tajikistan.

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

9. TEAM COMPOSITION

A team of two independent consultants will conduct the MTR - one International Consultant (team leader) and one National Consultant (team expert). The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

The selection of consultants will be aimed at maximizing the overall "team" qualities in the following areas:

International Consultant:

- Recent experience with result-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to GEF's Biodiversity (BD), Land Degradation (LD) and Sustainable Forest Management (SFM) Focal Areas;
- Experience working with the GEF or GEF-evaluations;
- Experience working in CEE and Central Asia;
- Work experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to gender and GEF's Biodiversity (BD), Land Degradation (LD) and Sustainable Forest Management (SFM) Focal Areas; experience in gender sensitive evaluation and analysis.
- Excellent communication skills;
- Demonstrable analytical skills;

- A Master's degree in Biodiversity Conservation, Natural Resource Management, Environmental Economics, or other closely related field;
- Project evaluation/review experiences within United Nations system will be considered an asset;
- Proficiency in English is a requirement; good command of Russian is an asset.

National Consultant:

- University degree in social sciences, ecology or other related filed. Postgraduate degree(s) will be an advantage;
- Minimum 3 years of relevant experience, preferably in the field of environmental management/biodiversity conservation;
- Previous experience with the development projects implementation, monitoring and evaluation;
- Participation in the similar evaluations in the past is a strong advantage;
- Proven analytical skills;
- Good interpersonal, communication, facilitation and presentation skills;
- Fluency in English, Russian and Tajik both written and spoken is essential;
- Computer literacy.

In the course of the assignment the consultants are expected to perform the duties as below:

International Consultant:

- Desk review of documents, development of MTR Inception Report (3-day homework);
- Debriefing with UNDP CO, agreement on the methodology, scope and outline of the MTR report (1 day);
- Interviews with project implementing partner (Executing Entity), relevant Government, NGO and donor representatives (1-2 days);
- Field visit to the pilot project site and interviews (5 days);
- Debriefing with UNDP (1 day);
- Development and submission of the first MTR report draft (maximum of 5 days);
- Finalization and submission of the final MTR report through incorporating suggestions received on the draft report (maximum 2 days);
- Supervision of the work of the national consultant (during entire evaluation period).

National Consultant:

- Collection of background materials upon request by Team Leader/International Consultant;
- Provision of important inputs in developing methodologies, work plans, and evaluation report outlines;
- Assistance in desk review of materials;
- Participation in debriefings with UNDP CO representatives;
- Assistance to the Team Leader in conducting interviews with relevant stakeholders; provide both oral and written translation from/to English/Russian/Tajik, whenever necessary;
- Field visit and assistance to the Team Leader in interviewing local stakeholders at project sites;
- Participation in debriefing with UNDP and project implementing partners;
- Assistance to the Team Leader in developing the first draft of the MTR report;

- Assistance to the Team Leader in finalization of the MTR report.

10. PAYMENT MODALITIES AND SPECIFICATIONS

10% of payment upon approval of the final MTR Inception Report
30% upon submission of the draft MTR report
60% upon finalization of the MTR report

11. APPLICATION PROCESS[9]

Recommended Presentation of Proposal:

a) **Letter of Confirmation of Interest and Availability** using the [template](#)[10] provided by UNDP;
b) **CV** and a **Personal History Form** ([P11 form](#)[11]);
c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the address 734024, 39 Aini Street, Dushanbe, Tajikistan in a sealed envelope indicating the following reference "Consultant for Snow Leopard Protection and Sustainable Community Livelihoods Project Midterm Review" or by email at the following address ONLY: ic.tj@undp.org by August 15th, 2019*.* Incomplete applications will be excluded from further consideration.

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

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

1. PIF
2. UNDP Initiation Plan
3. UNDP Project Document
4. UNDP Environmental and Social Screening results
5. Project Inception Report
6. All Project Implementation Reports (PIR's)
7. Annual progress reports and work plans of the various implementation task teams

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

[10] https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx

[11] http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

8. Audit reports
9. Finalized GEF focal area Tracking Tools at CEO endorsement and midterm (LD Portfolio Monitoring and Tracking Tool, BD Tracking Tools (Programs 1 and 2; 3-10), and SFM Tracking Tool)
10. Oversight mission reports
11. All monitoring reports prepared by the project
12. Financial and Administration guidelines used by Project Team

The following documents will also be available:
13. Project operational guidelines, manuals and systems
14. UNDP country/countries programme document(s)
15. Minutes of the Snow Leopard protection and Sustainable Community Livelihoods Project Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)
16. Project site location maps

ToR ANNEX B: Guidelines on Contents for the Midterm Review Report[12]

    i.   Basic Report Information *(for opening page or title page)*
- Title of UNDP supported GEF financed project
- UNDP PIMS# and GEF project ID#
- MTR time frame and date of MTR report
- Region and countries included in the project
- GEF Operational Focal Area/Strategic Program
- Executing Agency/Implementing Partner and other project partners
- MTR team members
- Acknowledgements

    ii.   Table of Contents
    iii.   Acronyms and Abbreviations
    1.   Executive Summary *(3-5 pages)*
- Project Information Table
- Project Description (brief)
- Project Progress Summary (between 200-500 words)
- MTR Ratings & Achievement Summary Table
- Concise summary of conclusions
- Recommendation Summary Table

    2.   Introduction *(2-3 pages)*
- Purpose of the MTR and objectives
- Scope & Methodology: principles of design and execution of the MTR, MTR approach and data collection methods, limitations to the MTR
- Structure of the MTR report

    3.   Project Description and Background Context *(3-5 pages)*
- Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
- Problems that the project sought to address: threats and barriers targeted
- Project Description and Strategy: objective, outcomes and expected results, description of field sites (if any)
- Project Implementation Arrangements: short description of the Project Board, key implementing partner arrangements, etc.
- Project timing and milestones
- Main stakeholders: summary list

    4.   Findings *(12-14 pages)*

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

4.1 Project Strategy
- Project Design
- Results Framework/Logframe

4.2 Progress Towards Results
- Progress towards outcomes analysis
- Remaining barriers to achieving the project objective

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

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

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

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

   5.2 Recommendations
   - Corrective actions for the design, implementation, monitoring and evaluation of the project
   - Actions to follow up or reinforce initial benefits from the project
   - Proposals for future directions underlining main objectives

6. Annexes
   - MTR ToR (excluding ToR annexes)
   - MTR evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
   - Example Questionnaire or Interview Guide used for data collection
   - Ratings Scales
   - MTR mission itinerary
   - List of persons interviewed
   - List of documents reviewed
   - Co-financing table (if not previously included in the body of the report)
   - Signed UNEG Code of Conduct form
   - Signed MTR final report clearance form
   - *Annexed in a separate file:* Audit trail from received comments on draft MTR report
   - *Annexed in a separate file:* Relevant midterm tracking tools (METT, FSC, Capacity scorecard, etc.)

ToR ANNEX C: Midterm Review Evaluative Matrix Template

Evaluative Questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
(include evaluative question(s))	(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted,	(i.e. project documents, national policies or strategies, websites, project staff, project partners, data collected	(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)

	quality of risk mitigation strategies, etc.)	throughout the MTR mission, etc.)	
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			

Evaluators/Consultants:

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

<div align="center">

MTR Consultant Agreement Form

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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: _____

ToR ANNEX E: MTR Ratings

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[13] www.undp.org/unegcodeofconduct

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

	Ratings for Project Implementation & Adaptive Management: (one overall rating)	
6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

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

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

Midterm Review Report Reviewed and Cleared By:

Commissioning Unit

Name: _____

Signature: _____ Date: _____

UNDP-GEF Regional Technical Advisor

Name: _____

Signature: _____ Date: _____

UNDP-GEF Midterm Review Terms of Reference

BASIC CONTRACT INFORMATION

Location: Tajikistan
Application Deadline: August 15th, 2019
Category: Energy and Environment
Type of Contract: Individual Contract
Assignment Type: International Consultant
Languages Required: Proficiency in English is a requirement; good command of Russian is an asset
Starting Date: September 16th, 2019
Duration of Initial Contract: September 16th to November 26th, 2019
Expected Duration
of Assignment: estimated 20 working days over the period of: September-November 2019

BACKGROUND

A. Project Title

Conservation and sustainable use of Pamir Alay and Tien Shan ecosystems for snow leopard protection and sustainable community livelihoods

B. Project Description

This is the Terms of Reference for the UNDP-GEF Midterm Review (MTR) of the full-sized project titled "Conservation and sustainable use of Pamir Alay and Tien Shan ecosystems for snow leopard protection and sustainable community livelihoods" (PIMS 5437) implemented through the National Biodiversity and Biosafety Center under the Committee for Environmental Protection under the Government of the Republic of Tajikistan, which is to be undertaken in 2019. The project started on the 03 August 2016 and is in its third year of implementation. In line with the UNDP-GEF Guidance on MTRs, this MTR process was initiated before the submission of the second Project Implementation Report (PIR). The MTR process must follow the guidance outlined in the document *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* (see Annex).

The project was designed to: support the implementation of the priority actions contained in the National Snow Leopard and Ecosystem Priorities for Tajikistan. It seeks to: (i) prevent the further fragmentation of snow leopard and prey landscapes in Tajikistan; (ii) maintain and/or restore the quality of key snow leopard and prey habitats within these landscapes; (iii) improve the conservation status of, and sustainability of pasture and forest

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[14] https://jobs.undp.org/

use in, these key snow leopard and prey habitats; and (iv) reduce the direct threats to the survival of snow leopards and prey populations living in these key habitats.

The project strategy is focused around four strategic areas of intervention as follows:

Conservation areas – improving the conservation tenure and conservation security of protected areas and community-based conservancies by building the institutional and individual capacities to implement a smart patrol system;

Livestock pasture areas – improving sustainable management of pasture lands across the snow leopard range by incentivising changes to unsustainable practices and reducing the extent and intensity of conflicts between pastoralists and snow leopard and their prey by enhancing the survival rate of livestock;

Forest areas – improving the ecological integrity of forests in the snow leopard range by: (i) rehabilitating degraded forests; and (ii) reducing the extent and intensity of harvesting of wood from these forests by encouraging the adoption of other fuel sources; and

Knowledge – expanding the reach of research, monitoring and planning efforts about snow leopard, snow leopard prey and their habitats by building institutional capacities, resources and partnerships.

The project is structured into three components, with each component comprising a complementary suite of two to four outputs which collectively contribute to realizing the targeted outcome for the component.

The first component supports the development and implementation of a smart patrol system in two sections of the Tajik NP, a World Heritage Site. Work under this component is focused around four key areas of project support: (i) Secure the conservation status and boundaries of protected areas (Output 1.1); (ii) Develop the capacity to implement a smart patrolling system in protected areas (Output 1.2); (iii) Improve the equipment and infrastructure to support the implementation of a smart patrolling system in protected areas (Output 1.3); and (iv) Enhance community involvement in, and beneficiation from, protected areas (Output 1.4).

The second component assists in improving the planning and management of the high altitude livestock pastures and indigenous forests located along, or immediately adjacent to, the key snow leopard migration routes within the Hissar-Alay and Vakhsh-Darvaz areas. Work under this component is focused around three key areas of project support: (i) Reduce impacts on, and improve the management of, livestock pastures (Output 2.1); (ii) Reduce impacts on, and improve the management of, forests (Output 2.2); and (iii) Strengthen wildlife monitoring and enforcement capacities (Output 2.3).

The third component strengthens the state of knowledge of, and collaboration in, the conservation of snow leopard and their ecosystems. Work under this component is focused around two key areas of project support: (i) Enhance the state of knowledge on snow leopard and prey populations (Output 3.1); and (ii) Improve the coordination of, and cooperation in, snow leopard conservation and monitoring (Output 3.2).

DUTIES AND RESPONSIBILITIES

C.   Scope of Work and Key Tasks

The MTR team will consist of two independent consultants that will conduct the MTR - one International Consultant (team leader) and one National Consultant (team expert).

The MTR team will first conduct a document review of project documents (i.e. PIF, UNDP Initiation Plan, Project Document, ESSP, Project Inception Report, PIRs, Finalized GEF focal area Tracking Tools, Project Appraisal Committee meeting minutes, Financial and Administration guidelines used by Project Team, project operational guidelines, manuals and systems, etc.) provided by the Project Team and Commissioning Unit. Then they will participate in a MTR inception workshop to clarify their understanding of the objectives and methods of the MTR, producing the MTR inception report thereafter. The MTR mission will then consist of interviews and site visits to Dashtijum (Samsiddin Shokhin District), Sarikhosor (Baljuvan district), Sangvor, and Lyakhsh sections of the Tajik National Park, Iskanderkul (Aini district), Shakhristan District, Khorog city, Murgab district, Bartang valley.

The MTR team will assess the following four categories of project progress and produce a draft and final MTR report. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* (http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_EN_2014.pdf) for requirements on ratings. No overall rating is required.

1. **Project Strategy**
   Project Design:
   - Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
   - Review the relevanced of the project strategy and assess whether it provides the most effective route towards expected/intended results.
   - Review how the project addresses country priorities
   - Review decision-making processes

   Results Framework/Logframe:
   - Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
   - Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.

2. **Progress Towards Results**
   - Review the logframe indicators against progress made towards the end-of-project targets; populate the Progress Towards Results Matrix, as described in the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for the project objective and each outcome; make recommendations from the areas marked as "not on target to be achieved" (red).
   - Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review.
   - Identify remaining barriers to achieving the project objective.
   - By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

3. **Project Implementation and Adaptive Management**
   Using the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; assess the following categories of project progress:

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

4. **Sustainability**
   Assess overall risks to sustainability factors of the project in terms of the following four categories:
   - Financial risks to sustainability
   - Socio-economic risks to sustainability
   - Institutional framework and governance risks to sustainability
   - Environmental risks to sustainability

The MTR consultant/team will include a section in the MTR report setting out the MTR's evidence-based **conclusions**, in light of the findings.

Additionally, the MTR consultant/team is expected to make **recommendations** to the Project Team. Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. The MTR consultant/team should make no more than 15 recommendations total.

D.   Expected Outputs and Deliverables

The MTR consultant/team shall prepare and submit:

- MTR Inception Report: MTR team clarifies objectives and methods of the Midterm Review no later than 2 weeks before the MTR mission. To be sent to the Commissioning Unit and project management. Approximate due date: October 4th, 2019;
- Presentation: Initial Findings presented to project management and the Commissioning Unit at the end of the MTR mission. Approximate due date: October 23rd, 2019;
- Draft Final Report: Full report with annexes within 3 weeks of the MTR mission. Approximate due date: November 8th, 2019;
- Final Report*: Revised report with annexed audit trail detailing how all received comments have (and have not) been addressed in the final MTR report. To be sent to the Commissioning Unit no later than 1 week of receiving UNDP comments on draft. Approximate due date: November 26th, 2019.

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

E.   Institutional Arrangement

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is UNDP Country Office in Tajikistan .

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

F. Duration of the Work

The total duration of the MTR will be approximately 20 working days over a period of 14 weeks starting on September 16th, 2019, and shall not exceed five months from when the consultants are hired. The tentative MTR timeframe is as follows:

- *August 15th, 2019:* Application closes
- *September 16th, 2019, 2019:* Selection of MTR Team
- *September 20th, 2019:* Prep the MTR Team (handover of project documents)
- *September 23rd to October 4th, 2019, 3 days:* Document review and preparing MTR Inception Report
- *October 7th to 11th, 2019, 2 days:* Finalization and Validation of MTR Inception Report- latest start of MTR mission
- *October 14th to 23rd, 2019, 8 days:* MTR mission: stakeholder meetings, interviews, field visits
- *October 23rd, 2019:* Mission wrap-up meeting & presentation of initial findings- earliest end of MTR mission
- *October 28 to November 8th, 2019, 5 days:* Preparing draft report
- *November 26th, 2019, 2 days:* Incorporating audit trail on draft report/Finalization of MTR report
- *December 16th, 2019:* Preparation & Issue of Management Response
- *December 18th, 2019:* Concluding Stakeholder Workshop (not mandatory for MTR team)
- *December 18th, 2019:* Expected date of full MTR completion

The date start of contract is September 16th, 2019.

G. Duty Station

The assignment will be home-based with one mission to Tajikistan for maximum 11 overnights.

Travel:
- International travel will be required to 1 country (Tajikistan) during the MTR mission;
- The BSAFE online security awareness training course <u>must</u> be successfully completed <u>prior</u> to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under <u>https://dss.un.org/dssweb/</u>
- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

<u>REQUIRED SKILLS AND EXPERIENCE</u>

H. Qualifications of the Successful Applicants

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

- Recent experience with result-based management evaluation methodologies;
- Experience applying SMART targets and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to GEF's Biodiversity (BD), Land Degradation (LD) and Sustainable Forest Management (SFM) Focal Areas;
- Experience working with the GEF or GEF-evaluations;
- Experience working in CEE and Central Asia;

- Work experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to gender and GEF's Biodiversity (BD), Land Degradation (LD) and Sustainable Forest Management (SFM) Focal Areas; experience in gender sensitive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- A Master's degree in Biodiversity Conservation, Natural Resource Management, Environmental Economics, or other closely related field.
- Project evaluation/review experiences within United Nations system will be considered an asset;
- Proficiency in English is a requirement; good command of Russian is an asset.

In the course of the assignment the consultant is expected to perform the duties as below:

- Desk review of documents, development of MTR Inception Report (3-day homework);
- Debriefing with UNDP CO, agreement on the methodology, scope and outline of the MTR report (1 day);
- Interviews with project implementing partner (Executing Entity), relevant Government, NGO and donor representatives (1-2 days);
- Field visit to the pilot project site and interviews (5 days);
- Debriefing with UNDP (1 day);
- Development and submission of the first MTR report draft (maximum of 5 days);
- Finalization and submission of the final MTR report through incorporating suggestions received on the draft report (maximum 2 days);
- Supervision of the work of the national consultant (during entire evaluation period).

Consultant Independence:
The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

APPLICATION PROCESS

I. Scope of Price Proposal and Schedule of Payments

Financial Proposal:
- Financial proposals must be "all inclusive" and expressed in a lump-sum for the total duration of the contract. The term "all inclusive" implies all cost (professional fees, travel costs, living allowances etc.);
- For duty travels, the UN's Daily Subsistence Allowance (DSA) rates are USD 170 for Dushanbe, USD 90 for regional centers, and USD 51 for elsewhere (as per July 2019 rates available), which should provide indication of the cost of living in a duty station/destination *(Note: Individuals on this contract are not UN staff and are therefore not entitled to DSAs. All living allowances required to perform the demands of the ToR must be incorporated in the financial proposal, whether the fees are expressed as daily fees or lump sum amount.)*
- The lump sum is fixed regardless of changes in the cost components.

Schedule of Payments:
10% of payment upon approval of the MTR Inception Report
30% upon submission of the draft MTR Report
60% upon finalization of the MTR Report

J.   Recommended Presentation of Offer

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

Incomplete applications will be excluded from further consideration.

K.   Criteria for Selection of the Best Offer

The award of the contract will be made to the Individual Consultant who has obtained the highest Combined Score and has accepted UNDP's General Terms and Conditions. Only those applications which are responsive and compliant will be evaluated. The offers will be evaluated using the "Combined Scoring method" where:

a) The educational background and experience on similar assignments will be weighted a max. of 70%;
b) The price proposal will weigh as 30% of the total scoring.

L.   Annexes to the MTR ToR

- ToR Annexes in Annex 3 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*
- *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*
- List of documents to be reviewed by the MTR Team
- Guidelines on Contents for the Midterm Review Report
- UNEG Code of Conduct for Evaluators/Midterm Review Consultants
- MTR Required Ratings Table and Ratings Scales
- MTR Report Clearance Form
- Sample MTR Evaluative Matrix
- Progress Towards Results Matrix and MTR Ratings & Achievement Summary Tables (in Word)

UNDP-GEF Midterm Review Terms of Reference

Standard Template 2: Formatted information to be entered in UNDP Jobs website[15]

BASIC CONTRACT INFORMATION

Location:	Tajikistan
Application Deadline:	August 15th, 2019
Category:	Energy and Environment
Type of Contract:	Individual Contract
Assignment Type:	National Consultant
Languages Required:	Fluency in English, Russian and Tajik both written and spoken is essential
Starting Date:	September 16th, 2019
Duration of Initial Contract:	September 16th to November 26th, 2019
Expected Duration of Assignment:	estimated 20 working days over the period of: September-November 2019

BACKGROUND

A.   Project Title

Conservation and sustainable use of Pamir Alay and Tien Shan ecosystems for snow leopard protection and sustainable community livelihoods

B.   Project Description

This is the Terms of Reference for the UNDP-GEF Midterm Review (MTR) of the full-sized project titled "Conservation and sustainable use of Pamir Alay and Tien Shan ecosystems for snow leopard protection and sustainable community livelihoods" (PIMS 5437) implemented through the National Biodiversity and Biosafety Center under the Committee for Environmental Protection under the Government of the Republic of Tajikistan, which is to be undertaken in 2019. The project started on the 03 August 2016 and is in its third year of implementation. In line with the UNDP-GEF Guidance on MTRs, this MTR process was initiated before the submission of the second Project Implementation Report (PIR). The MTR process must follow the guidance outlined in the document Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects (see Annex).

The project was designed to: support the implementation of the priority actions contained in the National Snow Leopard and Ecosystem Priorities for Tajikistan. It seeks to: (i) prevent the further fragmentation of snow leopard and prey landscapes in Tajikistan; (ii) maintain and/or restore the quality of key snow leopard and prey habitats within these landscapes; (iii) improve the conservation status of, and sustainability of pasture and forest

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[15] https://jobs.undp.org/

use in, these key snow leopard and prey habitats; and (iv) reduce the direct threats to the survival of snow leopards and prey populations living in these key habitats.

The project strategy is focused around four strategic areas of intervention as follows:

Conservation areas – improving the conservation tenure and conservation security of protected areas and community-based conservancies by building the institutional and individual capacities to implement a smart patrol system;

Livestock pasture areas – improving sustainable management of pasture lands across the snow leopard range by incentivising changes to unsustainable practices and reducing the extent and intensity of conflicts between pastoralists and snow leopard and their prey by enhancing the survival rate of livestock;

Forest areas – improving the ecological integrity of forests in the snow leopard range by: (i) rehabilitating degraded forests; and (ii) reducing the extent and intensity of harvesting of wood from these forests by encouraging the adoption of other fuel sources; and

Knowledge – expanding the reach of research, monitoring and planning efforts about snow leopard, snow leopard prey and their habitats by building institutional capacities, resources and partnerships.

The project is structured into three components, with each component comprising a complementary suite of two to four outputs which collectively contribute to realizing the targeted outcome for the component.

The first component supports the development and implementation of a smart patrol system in two sections of the Tajik NP, a World Heritage Site. Work under this component is focused around four key areas of project support: (i) Secure the conservation status and boundaries of protected areas (Output 1.1); (ii) Develop the capacity to implement a smart patrolling system in protected areas (Output 1.2); (iii) Improve the equipment and infrastructure to support the implementation of a smart patrolling system in protected areas (Output 1.3); and (iv) Enhance community involvement in, and beneficiation from, protected areas (Output 1.4).

The second component assists in improving the planning and management of the high altitude livestock pastures and indigenous forests located along, or immediately adjacent to, the key snow leopard migration routes within the Hissar-Alay and Vakhsh-Darvaz areas. Work under this component is focused around three key areas of project support: (i) Reduce impacts on, and improve the management of, livestock pastures (Output 2.1); (ii) Reduce impacts on, and improve the management of, forests (Output 2.2); and (iii) Strengthen wildlife monitoring and enforcement capacities (Output 2.3).

The third component strengthens the state of knowledge of, and collaboration in, the conservation of snow leopard and their ecosystems. Work under this component is focused around two key areas of project support: (i) Enhance the state of knowledge on snow leopard and prey populations (Output 3.1); and (ii) Improve the coordination of, and cooperation in, snow leopard conservation and monitoring (Output 3.2).

DUTIES AND RESPONSIBILITIES

C.   Scope of Work and Key Tasks

The MTR team will consist of two independent consultants that will conduct the MTR - one International Consultant (team leader) and one National Consultant (team expert).

The MTR team will first conduct a document review of project documents (i.e. PIF, UNDP Initiation Plan, Project Document, ESSP, Project Inception Report, PIRs, Finalized GEF focal area Tracking Tools, Project Appraisal Committee meeting minutes, Financial and Administration guidelines used by Project Team, project operational guidelines, manuals and systems, etc.) provided by the Project Team and Commissioning Unit. Then they will participate in a MTR inception workshop to clarify their understanding of the objectives and methods of the MTR, producing the MTR inception report thereafter. The MTR mission will then consist of interviews and site visits to Dashtijum (Samsiddin Shokhin District), Sarikhosor (Baljuvan district), Sangvor, and Lyakhsh sections of the Tajik National Park, Iskanderkul (Aini district), Shakhristan District, Khorog city, Murgab district, Bartang valley.

The MTR team will assess the following four categories of project progress and produce a draft and final MTR report. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* (http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_EN_2014.pdf) for requirements on ratings. No overall rating is required.

1. Project Strategy
Project Design:
- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevanced of the project strategy and assess whether it provides the most effective route towards expected/intended results.
- Review how the project addresses country priorities
- Review decision-making processes

Results Framework/Logframe:
- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.

2. Progress Towards Results
- Review the logframe indicators against progress made towards the end-of-project targets; populate the Progress Towards Results Matrix, as described in the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for the project objective and each outcome; make recommendations from the areas marked as "not on target to be achieved" (red).
- Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

3. Project Implementation and Adaptive Management
Using the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; assess the following categories of project progress:

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

4. **Sustainability**
   Assess overall risks to sustainability factors of the project in terms of the following four categories:
- Financial risks to sustainability
- Socio-economic risks to sustainability
- Institutional framework and governance risks to sustainability
- Environmental risks to sustainability

The MTR consultant/team will include a section in the MTR report setting out the MTR's evidence-based **conclusions**, in light of the findings.

Additionally, the MTR consultant/team is expected to make **recommendations** to the Project Team. Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. The MTR consultant/team should make no more than 15 recommendations total.

D. Expected Outputs and Deliverables

The MTR consultant/team shall prepare and submit:

- MTR Inception Report: MTR team clarifies objectives and methods of the Midterm Review no later than 2 weeks before the MTR mission. To be sent to the Commissioning Unit and project management. Approximate due date: October 4th, 2019;
- Presentation: Initial Findings presented to project management and the Commissioning Unit at the end of the MTR mission. Approximate due date: October 23rd, 2019;
- Draft Final Report: Full report with annexes within 3 weeks of the MTR mission. Approximate due date: November 8th, 2019;
- Final Report*: Revised report with annexed audit trail detailing how all received comments have (and have not) been addressed in the final MTR report. To be sent to the Commissioning Unit no later than 1 week of receiving UNDP comments on draft. Approximate due date: November 26th, 2019.

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

E. Institutional Arrangement

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is UNDP Country Office in Tajikistan.

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

F.   Duration of the Work

The total duration of the MTR will be approximately 20 working days over a period of 14 weeks starting on September 16th, 2019, and shall not exceed five months from when the consultants are hired. The tentative MTR timeframe is as follows:

- *August 15th, 2019:* Application closes
- *September 16th, 2019:* Selection of MTR Team
- *September 20th, 2019:* Prep the MTR Team (handover of project documents)
- *September 23rd to October 4th, 2019, 3 days:* Document review and preparing MTR Inception Report
- *October 7th to 11th, 2019, 2 days:* Finalization and Validation of MTR Inception Report- latest start of MTR mission
- *October 14th to 23rd, 2019, 8 days:* MTR mission: stakeholder meetings, interviews, field visits
- *October 23rd, 2019:* Mission wrap-up meeting & presentation of initial findings- earliest end of MTR mission
- *October 28 to November 8th, 2019, 5 days:* Preparing draft report
- *November 26th, 2019, 2 days:* Incorporating audit trail on draft report/Finalization of MTR report
- *December 16th, 2019:* Preparation & Issue of Management Response
- *December 18th, 2019:* Concluding Stakeholder Workshop (not mandatory for MTR team)
- *December 18th, 2019:* Expected date of full MTR completion

The date start of contract is September 16th, 2019.

G.   Duty Station

The assignment will be home-based with missions to the regions of Tajikistan where he/she will accompany the Team Leader in his/her travels to project sites.

Travel:
- The BSAFE online security awareness training course <u>must</u> be successfully completed <u>prior</u> to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under https://dss.un.org/dssweb/
- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

<u>REQUIRED SKILLS AND EXPERIENCE</u>

H.   Qualifications of the Successful Applicants

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

- University degree in social sciences, ecology or other related filed. Postgraduate degree(s) will be an advantage;
- Minimum 3 years of relevant experience, preferably in the field of environmental management/biodiversity conservation;
- Previous experience with the development projects implementation, monitoring and evaluation;
- Participation in the similar evaluations in the past is a strong advantage;

- Proven analytical skills;
- Good interpersonal, communication, facilitation and presentation skills;
- Fluency in English, Russian and Tajik both written and spoken is essential;
- Computer literacy.

In the course of the assignment the below duties are expected to be performed by the consultant:

- Collection of background materials upon request by Team Leader/International Consultant;
- Provision of important inputs in developing methodologies, work plans, and evaluation report outlines;
- Assistance in desk review of materials;
- Participation in debriefings with UNDP CO representatives;
- Assistance to the Team Leader in conducting interviews with relevant stakeholders; provide both oral and written translation from/to English/Russian/Tajik, whenever necessary;
- Field visit and assistance to the Team Leader in interviewing local stakeholders at project sites;
- Participation in debriefing with UNDP and project implementing partners;
- Assistance to the Team Leader in developing the first draft of the MTR report;
- Assistance to the Team Leader in finalization of the MTR report.

Consultant Independence:
The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

APPLICATION PROCESS

I. Scope of Price Proposal and Schedule of Payments

Financial Proposal:
- Financial proposals must be "all inclusive" and expressed in a lump-sum for the total duration of the contract. The term "all inclusive" implies all cost (professional fees, travel costs, living allowances etc.);
- For duty travels, the UN's Daily Subsistence Allowance (DSA) rates are USD 170 for Dushanbe, USD 90 for regional centers, and USD 51 for elsewhere (as per July 2019 rates available), which should provide indication of the cost of living in a duty station/destination *(Note: Individuals on this contract are not UN staff and are therefore not entitled to DSAs. All living allowances required to perform the demands of the ToR must be incorporated in the financial proposal, whether the fees are expressed as daily fees or lump sum amount.)*
- The lump sum is fixed regardless of changes in the cost components.

Schedule of Payments:
10% of payment upon approval of the MTR Inception Report
30% upon submission of the draft MTR Report
60% upon finalization of the MTR Report

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

J. Recommended Presentation of Offer

e) Completed **Letter of Confirmation of Interest and Availability** using the [template] provided by UNDP;

f) **Personal CV or a [P11 Personal History form](#)**, 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;

g) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)

h) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP. See Letter of Confirmation of Interest template for financial proposal template.

Incomplete applications will be excluded from further consideration.

K.   Criteria for Selection of the Best Offer

The award of the contract will be made to the Individual Consultant who has obtained the highest Combined Score and has accepted UNDP's General Terms and Conditions. Only those applications which are responsive and compliant will be evaluated. The offers will be evaluated using the "Combined Scoring method" where:

c) The educational background and experience on similar assignments will be weighted a max. of 70%;
d) The price proposal will weigh as 30% of the total scoring.

L.   Annexes to the MTR ToR

- ToR Annexes in Annex 3 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*
- *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*
- List of documents to be reviewed by the MTR Team
- Guidelines on Contents for the Midterm Review Report
- UNEG Code of Conduct for Evaluators/Midterm Review Consultants
- MTR Required Ratings Table and Ratings Scales
- MTR Report Clearance Form
- Sample MTR Evaluative Matrix
- Progress Towards Results Matrix and MTR Ratings & Achievement Summary Tables (in Word)

Please also complete and include this annex as it will help the evaluators to better under project scale

Annex 5. Project Information Table

Note: This table should be completed by the Project Team or Commissioning Unit and provided to the MTR Team.

The essentials of the project to be reviewed are as follows: (*fully complete this table below*)

Project Title	Conservation and sustainable use of Pamir Alay and Tien Shan ecosystems for snow leopard protection and sustainable community livelihoods	
UNDP Project ID (PIMS # 5437):	PIF Approval Date: 3 September 2014	
GEF Project ID (PMIS # 6949):	CEO Endorsement Date: 13 May 2016	
ATLAS Business Unit, Award # Proj. ID: 00085264	Project Document (ProDoc) Signature Date (date project began):03 August 2016	
Country(ies): Tajikistan	Date project manager hired: 09 August 2016	
Region:	Inception Workshop date: 04 November 2016	
Focal Area: Multi Focal Area	Midterm Review completion date: 18 December 2019	
GEF Focal Area Strategic Objective: BD-1, BD-4, LD-3, SFM-1, SFM-3	Planned planed closing date: 02 August 2021	
Trust Fund [GEF TF]:	If revised, proposed op. closing date: n/a	
Executing Agency/ Implementing Partner: National Biodiversity and Biosafety Center		
Other execution partners: n/a		
Project Financing	*at CEO endorsement (US$)*	*at Midterm Review (US$)**
[1] GEF financing:	4,181,370	
[2] UNDP contribution:	6,410,000	
[3] Government:	10,000,000	
[4] Other partners:	3,200,000	
[5] Total co-financing [2 + 3+ 4]:	19,610,000	
PROJECT TOTAL COSTS [1 + 5]	23,791,370	

* [draw from the last PIR]