



**GLOBAL ENVIRONMENT FACILITY
UNITED NATIONS DEVELOPMENT PROGRAMME**



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Resilient nations.*

TERMS OF REFERENCE

TERMINAL EVALUATION OF EXPANDING THE PROTECTED AREA SYSTEM TO INCORPORATE IMPORTANT AQUATIC ECOSYSTEMS PROJECT

- Project Title:** Expanding the Protected Area System to Incorporate Important Aquatic Ecosystems Project
- Functional Title:** International Consultant and National Consultant for Terminal Evaluation
- Duration:** Estimated 30 days over a period of Nov-Dec 2019, including field mission to Khulna, Bagerhat and nearby.
- Terms of Payment:** Lump sum payable upon satisfactory completion and approval by UNDP of all deliverables, including the Evaluation Report
- Duty station:** Home based with a week mission to Khulna, Bagerhat

1. 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 *Expanding the Protected Area System to Incorporate Important Aquatic Ecosystems Project* (PIMS 4620)

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

1.1 PROJECT SUMMARY TABLE

Project Title:	Expanding the Protected Area System to Incorporate Important Aquatic Ecosystems Project
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GEF Project ID:	5099		<i>at endorsement (Million US\$)</i>	<i>at completion (Million US\$)</i>
UNDP GEF:	4620			
UNDP Award ID: UNDP Project ID:	00085970 00093417	GEF financing:	1.626484m	1.626484m
Country:	Bangladesh	IA/EA own:	-	-
Region:	Asia-Pacific	Government:	-	-
Focal Area:	Biodiversity	Other:	-	-
FA Objectives, (OP/SP):	Objective 1: Improve Sustainability of protected Area Systems	Total co-financing:	1.626484m	1.626484m
Executing Agency:	Bangladesh Forest Department & UNDP Bangladesh	Total Project Cost:	1.626484	1.626484
Other Partners involved:	Ministry of Environment, Forest and Climate Change	Pro-Doc Signature (date project began):		30.06.15
		(Operational) Closing Date:	Proposed: 31.12.19	Actual: 31-12.19

1.2 OBJECTIVE AND SCOPE

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

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The project's goal is to contribute to the sustainable management of important aquatic ecosystems of the Sundarbans.

Sponsoring Ministry/Division: Ministry of Environment, Forest and Climate Change, Government of Bangladesh

Implementing Partner: Forest Department

Partner Organizations (NGOs): IUCN-CNRS and Community Development Centre (CODEC) Bangladesh

The project was designed to achieve the following objectives:

- (i) Introduce an effective management system in the existing Protected Areas established for dolphin conservation in the Sundarbans;
- (ii) Expand the coverage of dolphin protected areas in and around the Sundarbans;
- (iii) Enhance alternative livelihood options for local fisher folk to reduce their dependency on aquatic resources;
- (iv) Enrich knowledge and information base of aquatic habitats in the region.
- (v) Provide sectoral policy recommendation for aquatic ecosystem friendly practices.

OUTCOME 1: Important aquatic ecosystems of the Sundarbans supporting the globally threatened species of cetaceans conserved.

OUTCOME 2: Community-based ecosystems management systems in place to support aquatic biodiversity conservation

The project further contributes to achieving goals and objectives of the country's medium to long term plan such as the country's Perspective Plan or Vision 2021; 7th Five year plan (2016-2020) to assist in the implementation of the Forestry Sub-sector strategy and Fishery Sub-Sector strategy. The project is aligned with the Sustainable Development Goal-14 'sustainably use the oceans, seas and marine resources for sustainable development'. It will contribute to achieve the following targets of the goal.

Target- 14.2: By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans.

Target- 14.4: By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics.

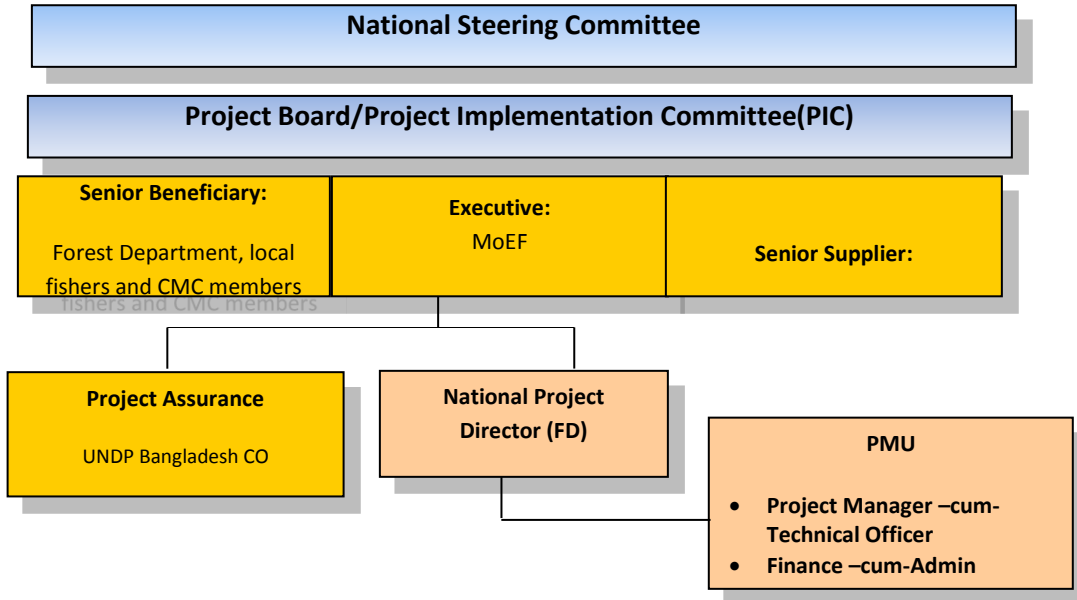
Target- 14.5: By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information.

The United Nations Development Assistance Framework (UNDAF) is the UN System's coherent and collective response for addressing inequalities in Bangladesh. The project is aligned with the UNDAF's pillar five 'Climate Change, Environment, Disaster Risk Reduction and Response'

Implementing arrangement:

The project is executed according to UNDP's National Implementation Modality (NIM), as per the NIM project management implementation guidelines agreed by UNDP and the Government of Bangladesh.

Project Organogram, Management Structure and Responsibilities



Key stakeholders of the project:

The main stakeholders of the project are Bangladesh Forest Department and local fishermen. The industries, tour operators, maritime traffics are the other stakeholders in and around the project area.

Project site:

The Sundarbans Reserve forest and its adjacent areas covering 3 administrative districts viz. Khulna, Bagerhat & Satkhira district of Bangladesh.

Results: The results achieved by the project are as summarized below:

- Effective management of all 08 Forest camps/stations under existing 03 wildlife Sanctuaries for dolphin has been ensured through project supported capacity building programmes and equipment to Bangladesh Forest Department staff>
- Demarcation of dolphin sanctuaries & setting floating buoys along the boundaries;
- 110 Bangladesh Forest Department staff and 60 members of Dolphin Conservation Team (DCT) have been trained on dolphin biology & behavior, dolphin rescuing, law enforcement. Consequently, the Dolphin PAs have obtained higher METT scores;
- One Irrawaddy dolphin was safely rescued and successfully translocated as well as released. 1st ever dolphin offence case was filed and project gave full financial support for sending accused person to the jail. This led to positive impact on the protection of dolphin;
- Poster, flyer, tarp etc. printing, sign board and TV screen setting;
- Video documentary making, TV airing for mass conservation awareness;
- The new 06 dolphin hotspots and 4 Semi-hotspots are identified, and proposal has been submitted to declare additional 22 sq.km dolphin sanctuary and 12.27 sq.km buffer zone for dolphin to the ministry. The dolphin population has also been estimated in the Sundarbans;

- Conducted Dolphin fair (Shushuk Mela) in 2018 & 2019 which were able to sensitize huge number of people countrywide;
- Observance of International Freshwater Dolphin day both nationally & locally in 2018 & 2019 which is the 1st ever initiative of Bangladesh;
- 1000 households have been selected as project beneficiaries and the project has provided them with AIGA support (USD 500.0 each) and necessary training. The beneficiaries have adopted different trades other than fish harvesting from the dolphin sanctuaries,
- Conducted survey developed Conservation Action Plan of dolphin & Community- Based Resource Management Plan for the dolphin PA in Sundarbans and Management Plan for the Ganges River Dolphin in Halda river, Preparation of Strategic Livelihood Sustainability Plan.

2. EVALUATION APPROACH AND METHOD

An overall approach and method¹ for conducting project terminal evaluation 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 (*see in Annex C*) The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluation will adopt mix methods of qualitative and quantitative approach in data collection and analysis, including key informant interviews and focus group discussions. 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 Khulna, Bagerhat & Satkhira district including the following project sites at Dhangmari, Chandpai, Dudhmukhi, Sharonkhola, Supati, Nalian, Burigoalini, Pankhali. Interviews will be held with the following organizations and individuals at a minimum: Bangladesh Forest Department staff, Dolphin Sanctuary adjacent local fishing communities, School students & teachers covered with conservation campaigns by the project.

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. These will be triangulated by multiple data sources and evidence. 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.

Gender analysis should also be incorporated in the terminal review to measure how gender aspects have been incorporated in the project implementation and to what extent the project contributes to promotion

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

of gender equality in the project areas, which are geographically isolated in the country. Interviews should cover female beneficiaries to see the impact of the projects on their livelihood and socio-economic status. The consultant team needs to develop more detailed methodology on gender analysis and incorporate it in the inception report.

EVALUATION CRITERIA & RATINGS

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

Evaluation Ratings:			
1. Monitoring and Evaluation	rating	2. IA& EA Execution	rating
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	rating	4. Sustainability	rating
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

PROJECT FINANCE / COFINANCE

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

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants								
Loans/Concessions								

• In-kind support								
• Other								
Totals								

MAINSTREAMING

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

IMPACT

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

CONCLUSIONS, RECOMMENDATIONS & LESSONS

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

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in *Bangladesh*. 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 30 days over a period of November to December 2019 according to the following plan:

Activity	Timing	Completion Date
Preparation & submission of inception report (desk review)	03 days (<i>recommended: 2-4</i>)	14/11/19
Evaluation Mission (in-country field visits, interviews and presentation of preliminary findings)	08 days (<i>r: 7-15</i>)	28/11/19
Draft Evaluation Report	07 days (<i>r: 5-10</i>)	10/12/19

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

Final Report	02 days (<i>r: 1-2</i>)	15/12/19
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EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission(14/11/19)	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission (28/11/19)	To project management, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission (10/12/19)	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft (15/12/19)	Sent to CO for uploading to UNDP ERC.

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

TEAM COMPOSITION

The evaluation team will be composed of *one international and one national evaluator*. The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The international consultant *will be designated as the team leader and will be responsible for finalizing the report*. The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The Team members must present the following qualifications:

A. INTERNATIONAL LEAD CONSULTANT

- At least Master's degree in a discipline relevant to Natural Resource Management/ forestry/ wildlife management/ biodiversity conservation/ environmental science & development studies or other closely related field (10%);
- Minimum 10 years of relevant professional experience of project evaluation and/or environmental or biodiversity conservation project implementation experience including result-based management, adaptive management, etc. (20%)
- Previous experience with results-based monitoring and evaluation methodologies of UNDP and/or GEF financed project Monitoring and Evaluation (20%);
- Experience of working in *Asia especially south Asian countries* having technical knowledge in the targeted focal area(s) is an advantage (10%);
- Demonstrated understanding of issues related to gender and *biodiversity conservation*; experience in gender sensitive evaluation and analysis (10%);

- Excellent communication skills in English;
- Demonstrable analytical skills.

RESPONSIBILITIES

- Document review
- Leading the TE Team in planning, conducting and reporting on the evaluation
- Clear division of labour within the Team and ensuring timeliness of reports
- Use of best practice methodologies in conducting the evaluation
- Leading the drafting and finalization of the Inception Report for the Terminal Evaluation
- Leading presentation of the draft evaluation findings and recommendations in-country
- Conducting the de-briefing to the UNDP Country Office in Bangladesh and Core Project Management Team
- Leading the drafting and finalization of the Terminal Evaluation Report

B. NATIONAL CONSULTANT

- At least Master's degree in a discipline relevant to Natural Resource Management/ forestry/ wildlife management/ biodiversity conservation/ environmental science & development studies or other closely related field(10%);
- Minimum 7 years of relevant professional experience of project evaluation and/or environmental/biodiversity conservation project implementation experience in the result-based management, adaptive management (20%)
- Previous experience with results-based monitoring and evaluation methodologies of UNDP and/or GEF Monitoring and Evaluation (20%);
- Technical knowledge in the targeted focal area(s)(10%);
- Demonstrated understanding of issues related to gender and (*biodiversity conservation*); experience in gender sensitive evaluation and analysis (10%);
- Excellent communication skills in English;
- Demonstrable analytical skills.

RESPONSIBILITIES

- Documentation review and data gathering
- Contributing to the development of the evaluation plan and methodology
- Conducting those elements of the evaluation determined jointly with the international consultant and UNDP
- Contributing to presentation of the review findings and recommendations at the wrap-up meeting
- Contributing to the drafting and finalization of the TE report

EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'](#)

PAYMENT MODALITIES AND SPECIFICATIONS

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

%	Milestone
10%	Upon signing of contract and submission of inception 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

Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Please group them into one (1) single PDF document as the application only allows to upload maximum one document:

- a) Letter of Confirmation of Interest and Availability using the template³ provided by UNDP;
- b) CV and a Personal History Form (P11); 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 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.

Application must be submitted to UNDP by 10 November 2019. Incomplete applications will be excluded from further consideration. The shortlisted candidates may be contacted and the successful candidate will be notified.

Criteria for Evaluation of Proposal:

- Only those applications which are responsive and compliant will be evaluated. Incomplete applications will not be considered;
- Offers will be evaluated according to the Combined Scoring method – where the technical criteria will be weighted at 70% and the financial offer will be weighted at 30% of the total scoring;

- Only candidates obtaining a maximum of 70% of the total technical points would be considered for the Financial Evaluation;
- The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.
- 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.

Evaluation Method and Criteria:

Individual consultants will be evaluated based on the following methodology.

Cumulative analysis-

The award of the contract will be made to the individual consultant up on Cumulative Analysis/evaluation and determined as:

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

Only candidates obtaining a minimum 70% mark in technical evaluation will be considered eligible for financial evaluation.

Technical Criteria for Evaluation for internationals (Maximum 70 points):

- Criteria-01; Year of experience in the field of development project evaluation/project implementation in the relevant field- **Max Point 20**;
- Criteria-02; Educational experience in the required subjects - **Max Point 10**;
- Criteria-03: Experience of working in *Asia especially south Asian countries* having technical knowledge in the targeted focal area(s) -**Max Point 10**;
- Criteria-04: Demonstrated understanding of issues related to gender and *biodiversity conservation*; experience in gender sensitive evaluation and analysis **Max Point 10**;
- Criteria-05; Experience of evaluating GEF and UN financed projects and programs of similar nature.- **Max Point 20**.

Technical Criteria for Evaluation for national candidates (Maximum 70 points):

- Criteria-01; Year of experience in the field of development project evaluation/project implementation in the relevant field- **Max Point 20**;
- Criteria-02; Educational experience in the required subjects - **Max Point 10**;
- Criteria-03: Technical knowledge in the targeted focal area(s) - **Max Point 10**;
- Criteria-04: Demonstrated understanding of issues related to gender and *biodiversity conservation*; experience in gender sensitive evaluation and analysis **Max Point 10**;

- Criteria-05; Experience of evaluating GEF and UN financed projects and programs of similar nature.- **Max Point 20.**

Financial Evaluation (Total 30 marks)

All technical qualified proposals will be scored out 30 based on the formula provided below.

The maximum points (30) will be assigned to the lowest financial proposal. All other proposals received points according to the following formula:

$$p = y (\mu /$$

Where:

- p = points for the financial proposal being evaluated;
- y = maximum number of points for the financial proposal;
- μ = price of the lowest priced proposal;
- z = price of the proposal being evaluated.

Documents to be included when submitting the proposals:

Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Proposers who shall not submit below mentioned documents will not be considered for further evaluation.

- **Personal CV or P11**, 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; P11 can be downloaded from the link below:
<http://www.bd.undp.org/content/bangladesh/en/home/operations/jobs/>
- **Technical proposal**, including a) a brief description of why the individual considers him/herself as the most suitable for the assignment; b) a brief methodology, on how you will approach and complete the assignment, including a tentative table of contents for the final report; and c) a list of similar assignment with topic/name of the assignment, duration, role of consultant and organization/project
- **Financial Proposal**: Financial Proposal has to be submitted through a standard interest and availability template which can be downloaded from the link below:

<http://www.bd.undp.org/content/dam/bangladesh/docs/Jobs/Interest%20and%20Submission%20of%20Financial%20Proposal-Template%20for%20Confirmation.docx>

Please combine all your documents into one (1) single PDF document as the system only allows to upload maximum one document.

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally

encouraged to apply. All applications will be treated with the strictest confidence.

UNDP does not tolerate sexual exploitation and abuse, any kind of harassment, including sexual harassment, and discrimination. All selected candidates will, therefore, undergo rigorous reference and background checks.

ADDITIONAL REQUIREMENTS FOR THE RECOMMENDED CONTRACTOR

Statement of Medical Fitness for Work

Individual Consultants/Contractors whose assignments require travel and who are over 62 years of age are required, at their own costs, to undergo a full medical examination including x-rays and obtaining medical clearance from UN –approved doctor, prior to taking up their assignment.

Where there is no UN office nor a UN Medical Doctor present in the location of the Individual Contractor prior to commencing the travel, either for repatriation or duty travel, the Individual Contractor may choose his/her own preferred physician to obtain the required medical clearance.

Inoculations/Vaccinations

Individual Contractors are required to have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director. The cost of required vaccinations/inoculations, when foreseeable, must be included in the financial proposal. Any unforeseeable vaccination/inoculation cost will be reimbursed by UNDP.

TRAVEL

Date	Place	No. of days	
15/11/19 to 19/11/19	Khulna, Bagerhat	5 days	4 overnights

Field mission to (location), including following project sites(list):

1. UNDP Bangladesh Country office, Dhaka, Project Management Unit(PMU), Khulna and project national partners.
2. Field visit at Dolphin PA sites at Dhangmari(Khulna district), Chandpai(Bagerhat district) and other adjacent Sundarban reserve forest.

SECURITY CLEARANCE

The Consultant will be requested to undertake the Basic Security in the Field (BSIF) training and Advanced Security in the Field (ASIF). These requirements apply for all Consultants, attracted individually or through the Employer.

UNDP CONTRIBUTION

The security charges are applicable.

UNDP will provide the Consultant with following:

- Project-documents
(https://info.undp.org/docs/pdc/Documents/BGD/Prodoc_Exp%20the%20protected%20Area%20SystemAqEcoysystem-85970_BGD10.pdf);
- Organize meetings with Project partners;
- Working place;
- Interpreter if needed.

Annex A: Project Results Framework

STRATEGIC RESULTS FRAMEWORK

Project Strategy	Indicator	Baseline	Targets	Means of verification	Risks and Assumptions
The long-term goal to which the project will contribute is the sustainable management of the globally significant aquatic biodiversity of Bangladesh by consolidating the key habitats of the Sundarbans particularly that of Cetaceans, while also taking into account development imperatives, need for sustaining livelihoods and also addressing retrogressive factors including the anticipated impacts of climate change with active support and involvement of government, local communities, NGOs and partners.					
Immediate Objective: To build capacity to manage the existing protected areas established for dolphin conservation and also expand their operational coverage (new protected areas and buffer areas) while still meeting the livelihood aspirations of local communities especially the fishers.	Extent of aquatic environment of the Sundarbans brought under effective conservation planning and management framework	0 ha	102,000 ha	Mid-term and Final Technical Evaluation	The population dynamics of flora and fauna may depend on various extraneous factors over which project may have little control.
	Population status of the following critical species remain stable or increases: Ganges freshwater dolphin Irrawaddy dolphin	225 451	Remain stable or increase by project end	Monitoring reports, Population estimation reports, Publications of Forest Department Research and Monitoring Reports	

Outcome 1: Important aquatic ecosystems of the Sundarbans supporting the globally threatened species of cetaceans conserved	Improved management effectiveness PAs as measured and recorded by Management Effectiveness Tracking Tool (METT)	46 out of 300	Increase in METT scores (at least around 70 out of 300) by 30 percent by year 5	METT scorecard prepared annually. Independent mid-term and final evaluations	Government agencies may not show adequate interest required for bringing in the necessary transformative change in the conservation prospects of the project landscape.
	Biodiversity-friendly Sectoral Guidelines prepared and implemented leading to effective integration of biodiversity considerations into economic sector practices	0	At least five Sectoral Guidelines (Fisheries, Tourism, Maritime traffic, industrial development and Aquaculture prepared and adopted.	Approved documents Mid-term and Final Evaluations	
140 The time frame for realizing project targets is project end (2019), unless otherwise specified					
Project Strategy	Indicator	Baseline	Targets 140	Means of verification	Risks and Assumptions
qq	Effective and functioning cross-sectoral, multi-stakeholder institutions (including conservation, livelihood and production) established at regional and national level.	0	2	Government Orders or Notifications, meeting records Mid-term and Final Evaluations	Stakeholder institutions may not show adequate interest in the regional stakeholder committee and unwilling to share information that is required for the effective management of the area.
	Number of representatives from the key government sectors trained in effective management of aquatic biodiversity	0	Conservation Sector -100 Economic Sector - 100	Training records; training evaluations	Sectoral institutions are unwilling to

	Reported mortality of dolphins by entanglement in nets and vessel hit.	90 reports in 2013	50% reduction by year project end		Documents of Forest Departments Research Reports Mid-term and Final Evaluations	commit the expected number of personnel for training and capacity building and Trained staff may not continue in current roles
	Improvement in Systemic Level Indicators of Capacity Development Scorecard (Annex 19)	SYSTEMIC LEVEL	B/L	TARGET	Mid Term and Final Evaluation	
		1. Capacity to conceptualize and formulate policies, legislations, strategies, programme	20%	30%		
		2. Capacity to implement policies, legislations, strategies, programme	25%	30%		
		3. Capacity to engage and build consensus among all stakeholders	15%	25%		
		4. Capacity to mobilize information and knowledge	20%	30%		
		5. Capacity to monitor, evaluate and report and learn at the sector and project levels.	100%	20%		
Outcome 2: Community-based ecosystems management	Number of fishers in the project area using sustainable fishing gear as	0	30% of fishers follow the mesh size norms set up by the project by project end		Documents of Forest Departments	The livelihood activities supported under the project may not add

systems in place to support aquatic biodiversity conservation.	evidenced by mesh size			Research Reports Mid-term and Final Evaluations	significantly to income opportunities of local people so that the dependency on natural resources is reduced. Inter-community conflicts may arise due to different interests of communities on use of aquatic biodiversity. Lack of community and stakeholder support (particularly fishers) due to apprehension that operationalizing the PAs will adversely affect their livelihoods.
	Amount of resources flowing to local communities annually from community based ecotourism activities	0	USD 0.1 million by year 5 (target value to be re-confirmed during the 1st year of the project)	Records of Forest Departments, CMCs administrative ,records, etc Mid-term and Final Evaluations	
	Number of people shifting to alternative income generating options that reduce pressure on biodiversity	0	At least 500 fishers by year 3 and 700 by project end	Records of CMCs, administrative records, etc Mid-term and Final Evaluations	
	Number of people sensitized on aquatic biodiversity conservation particularly that of cetaceans	0	3000 by year 3 and 5000 by project end	Records of CMCs, administrative records, etc Mid-term and Final Evaluations	

Project Outputs

Output 1.1	Knowledge generation and dissemination system improves decision making related to the management of aquatic habitats and sustainable use of resources in the protected areas and buffer zones
Output 1.2	New and additional areas to be managed as Protected Areas and buffer areas identified, notified and capacities developed among conservation and economic sector staff for strengthening the management effectiveness of biodiversity conservation efforts.
Output 1.3	Support to the implementation of Management Plans of new PAs and buffer areas to address existing and emerging threats to aquatic biodiversity particularly the cetaceans
Output 1.4	Monitoring and evaluation framework and replication strategy developed for effective aquatic PA management specifically for the Sundarbans and other aquatic ecosystems across country
Output 2.1	Community based fishery management plan prepared, capacities developed and financial support extended for operationalizing sustainable fishing practices and conservation of aquatic biodiversity
Output 2.2	Strategies for alternate income generation and livelihood diversification developed and implemented leading to reduced dependence on natural resources.

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

REPORTS		
S/L	TITLE OF THE REPORT	CONTRIBUTORS
1.	Research Gap Analysis on Dolphin Conservation in the Sundarbans	Prof. Dr Mahfuzur Rahman, Consultant
2.	Identifying Dolphin Hotspots in the SouthWestern Bangladesh	Prof. Dr. Monirul Hasan Khan, Consultant
3.	Biodiversity Friendly Sectoral Guidelines on Fishery & Aquaculture	Prof. Dr. Khandokar Anisul Hoq
4.	Biodiversity Friendly Sectoral Guidelines on Tourism, Maritime & Industry	Prof. Shari Hasan Limon, Consultant
5.	Community Based Resource Management Plan of three wildlife Sanctuaries in Sundarbans	Mr. Ruhul Mohaiman Chowdhury, Consultant
6.	Atlas of Ganges River Dolphin & Irrawaddy Dolphin in Bangladesh	Prof. Dr. Abdul Aziz, Consultant
7.	Conservation Action Plan of Ganges River Dolphin & Irrawaddy Dolphin in Bangladesh	Prof. Dr. Abdul Aziz, Consultant
8.	Population Status of Ganges River Dolphin in Halda river of Bangladesh	Prof. Dr. Monirul Hasan Khan, Consultant
9.	Management Plan of Ganges River Dolphin in Halda river of Bangladesh	Prof. Dr. Monirul Hasan Khan, Consultant
10.	Strategic livelihood sustainability plan for the project beneficiaries around the wildlife Sanctuaries for Dolphins in Sundarbans.	Prof. Dr. Zakir Hossain, Consultant

TRAINING MODULE		
S/L	TITLE OF THE MOUDLE	CONTRIBUTORS
11.	Guidelines for Dolphin Conservation Team (Kvh@μg l e"e"vcbv wb†`@wkKv Wjwdb Kbrvi†fkb wUg)	Compilation : A B M Sarowar Alam, Zubair Hussni Fahad and Fahad Hossain Haider
12.	Dolphin Conservation Manual for Production Sectors (my`ie†bi Wjwdb msi¶Y mnvwqKv Drcv`b, e"envi l msi¶Y Kv†R wb†qvwRZ †ckvRxex l cÖwZôv†bi Rb")	Contributors : Swapan Kumar Chowhan, Md. Imran Noor and Md. Nuruzzaman
13.	Dolphins of Bangladesh (evsjv†` †ki Wjwdb cwiwPwZ l msi¶Y mnvwqKv)	Editors : Dr. Md. Kamrul Hasan, Raquibul Amin, Md. Modinul Ahsan and Md. Rezaul Karim Chowdhury
14.	SMART Patrolling in Dolphin Coservation (my`ie†bi Wjwdb msi¶Y `švU@ †c†Uªvj gwWDj	Editors : Dr. Md. Kamrul Hasan, Raquibul Amin, Md. Modinul Ahsan and Md. Rezaul Karim Chowdhury
15.	Training module on Alternative Livelihood Activities (weKí RxweKvq†b cÖwkjY mnvwqKv)	Compilation: Dr. Muhammad Nazrul Islam, Upazila Livestock Officer, Mongla, Bagerhat Mr. Sajjad Hossain, Senior Fisheries Officer, Mongla, Bagerhat Md. Touhidur Rahman, Programme Coordinator (Livelihood Development), EPASIIAEP

PROCEEDINGS		
S/L	TITLE OF THE PROCEEDINGS	CONTRIBUTORS
16.	Inception workshop proceeding of EPASIIAE Project in Dhaka	Md. Rezaul Karim Chowdhury, PM, EPASIIAEP
17.	Inception workshop proceeding of EPASIIAE Project in Khulna	Md. Rezaul Karim Chowdhury, PM, EPASIIAEP
18.	Assessment of three Dolphin Sanctuaries using Management effectiveness Tracking Tool (METT)	Mr. Md. Modinul Ahsan, PD, EPASIIAEP
19.	Knowledge, Attitude & Practice (KAP) Survey workshop workshop proceedings	Mr. Md. Modinul Ahsan, PD, EPASIIAEP
20.	Workshop on Promoting Eco-friendly tourism in Sundarbans, at Mongla, Bagerhat	Md. Rezaul Karim Chowdhury, PM, EPASIIAEP
21.	Tour Operators- the Promoter of the Dolphin Conservation, Khulna	Md. Rezaul Karim Chowdhury, PM, EPASIIAEP

MEETING MINUTES		
S/L	TITLE OF THE MINUTES	CONTRIBUTORS
22.	1 st Meeting of Project Implementation Committee	Mr. Md. Modinul Ahsan, PD, EPASIIAEP
23.	2 nd Meeting of Project Implementation Committee	Mr. Md. Modinul Ahsan, PD, EPASIIAEP
24.	3 rd Meeting of Project Implementation Committee	Mr. Md. Modinul Ahsan, PD, EPASIIAEP
25.	1 st Meeting of Project Steering Committee	Mr. Md. Modinul Ahsan, PD, EPASIIAEP
26.	2 nd Meeting of Project Steering Committee	Mr. Md. Modinul Ahsan, PD, EPASIIAEP
27.	Review meeting of Inter-Ministerial for the validation of Biodiversity Friendly 5 Sectoral Guidelines	Mr. Md. Modinul Ahsan, PD, EPASIIAEP

PROGRESS REPORT		
S/L	TITLE OF THE REPORT	CONTRIBUTORS
28.	UNDP Annual Progress Report 2017	Md. Rezaul Karim Chowdhury, PM, EPASIIAEP
29.	UNDP Annual Progress Report 2018	Md. Rezaul Karim Chowdhury, PM, EPASIIAEP
30.	Project Monitoring and Evaluation Plan 2017	Md. Rezaul Karim Chowdhury, PM, EPASIIAEP
31.	Project Monitoring and Evaluation Plan 2018	Md. Rezaul Karim Chowdhury, PM, EPASIIAEP

ANNEX C: EVALUATION QUESTIONS

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

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



ANNEX D: RATING SCALES

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

ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Evaluators:

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

Evaluation Consultant Agreement Form³

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

³www.unevaluation.org/unegcodeofconduct

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: _____

ANNEX F: EVALUATION REPORT OUTLINE⁴

- 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 Manual⁵)
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 rated⁶)
- 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

⁴The Report length should not exceed 40 pages in total (not including annexes).

⁵ UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

⁶ 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.

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

ANNEX G: EVALUATION REPORT CLEARANCE FORM

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final report)

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____

Signature: _____ Date: _____

UNDP GEF RTA

Name: _____

Signature: _____ Date: _____

ANNEX H: TE REPORT AUDIT TRAIL

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