   

**PROJECT TERMINAL EVALUATION:**

**CLIMATE CHANGE RELATED COMMUNITY DISASTER RISK MANAGEMENT IN BURUNDI« GCRCCCBU3 » IN ACCRONYM**

***REFERENCE TERMS FOR THE RECRUITMENT OF AN INTERNATIONAL CONSULTANT***

**SUBMISSION DEADLINE: November 15th, 2020**

***October 2020***

*NOTE: This file contains two TE ToR templates – Template 1 (page 1) is formatted for the UNDP Procurement website and Template 2 (page 19) is formatted for the UNDP Jobs website*

**Terminal Evaluation Terms of Reference (ToR) Template**

**for UNDP-supported GEF-financed projects**

*Template 1 - formatted for attachment to the* [*UNDP Procurement website*](http://procurement-notices.undp.org/)

1. **INTRODUCTION**

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the *medium-sized* project which is titled Climate Change Related Community Disaster Risk Management in Burundi implemented through *IGEBU*. The project started in June 2015 and is in its *5th* year of implementation. The TE process must follow the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’ (insert hyperlink).

1. **PROJECT BACKGROUND AND CONTEXT**

2.1. **General Information about the national context which motivated the formulation of the project**

According to PANA, Burundi is negatively affected by climate change. Analysis of climatic data over the last thirty years shows: - significant irregularities in the temporal and spatial distribution of early and late precipitation during the rainy season; - a high frequency of extreme weather phenomena and an increased frequency of low precipitation especially in the region of Bugesera. Climate models predict extreme weather phenomena due to a temperature increase of 1 ° C and 2 ° C, combined with a 10-year cycle of (drought - rains - drought) alternation from 2010 to 2050. Current fluctuations observed within the same year should continue and even increase. If we consider the monthly rainfall forecast, it appears that the variability is very high in October, November, and February to April in Bujumbura and Kirundo, and they will affect the high altitude region, Gisozi and Musasa.

The change in climatic conditions is felt differently in the various natural regions of the country and has had a diverse impact on the anthropogenic environment. The drought is more widespread in the northern provinces, especially Kirundo and Muyinga where the situation has been deteriorating since 2000. The drought was so intense that the state of national disasters was declared as it recorded several deaths and refugees due to the famine. The places which are severely affected are: Bugabira, Busoni, Bwambarangwe and Gitobe. According to the Early Warning System and Food Security Surveillance in Burundi (SAPSSA) managed by FAO and the Extended Vulnerability and Security Analysis of Burundi (CFSVA) of WFP2, and the Surveillance System for Food Security (FSMS) of the WFP3, insecurity still exists today in certain parts of the country following the rainfall deficits of cropping season A (e.g .: in 2007, between October and January, a person died of hunger every day in Kirundo and Muyinga, although these regions were considered as the breadbasket of the country before the drought).

Currently, devastating floods remain frequent especially after excessive rains. In the Imbo plains, some rivers such as Kajeke, Dama, Murembwe, Rwaba are flooded following heavy rainfall in the high altitudes of the Congo-Nile basin. In January 2010, a flood invaded Bujumbura International Airport and blocked national road 5 (Figure 3). The Muha and Kanyosha rivers regularly cause flooding, with increased impacts. The floods worsen the erosion of river banks, and their dramatic increased effects are visible in the city of Bujumbura, particularly along the main drainage canals that cross it from east to west. The banks are destroyed, especially along the urban lines of Ntahangwa, Muha and Kanyosha, with great damage to public infrastructure.

Most socio-economic activities are already affected by the impacts of observed climate change:

* **Agriculture**. The impacts identified in the agricultural sector are as follows:

- Decrease in production per hectare during the two cropping seasons A and B on all food crops (except rice) between 1995 and 2001. The most extreme case is typically wheat, whose production fell significantly from 1995 to 2005. The productions of season B are generally lower than those of season A, because the rainy season started earlier in April for more than a decade.

- Rapid decline in the productivity of plantations can also be attributed to climatic variations.  
- Degradation of soil fertility in Bugesera and in the Imbo plain following rapid deforestation and prolonged drought from 1998 to 2004.

- Genetic erosion of traditional species and varieties of sorghum, beans and potato seeds observed in several places due to the disappearance of certain cultivars.

* **Livestock:** Analyses carried out on pastures in Bugesera region indicate that, due to the decrease in rainfall, pastoralists have been forced to resort to transhumance and to gather their animals around rivers. In the central Imbo and Kumoso areas, the early end of the rainy season at the end of April no longer allows fodder crops and natural pastures to fully mature. Likewise, the extreme drought killed nearly 35% of the animal population between 1998 and 2005, caused a shortage of fodder plants and a generalized food crisis for livestock.
* **Public infrastructure and transport:** In 1983, 1986, 2006 and 2009, Bujumbura faced severe flooding due to the overflow of Ntahangwa river. These floods caused enormous losses estimated at around BFI 3 billion, including the destruction of houses which caused many homeless people in the Buyenzi district in 1983, or the deterioration of equipment in the industrial district, including the destruction stocks of companies and warehouses in flooded areas (COGERCO, RAFINA, BRARUDI, SEP), and the demolition of the port of Bujumbura.
* **Health:** The increase in average temperatures during the rainy season creates relatively more favorable conditions for the cycle of transmission and survival of vectors of certain diseases, including malaria, meningitis, measles and cardio-respiratory diseases. Floods cause displacement while destroying infrastructure and reducing the availability of drinking water. The effect of climate change on public health is a direct negative impact.
* **Vulnerable groups:** The impacts of climate change are particularly severe on vulnerable groups such as women, young people and the elderly. Women play a very important role in the country's agro-sylvo-pastoral production (97% of the workforce) in Burundi. They participate in agricultural work and are responsible for vegetable production and small-scale livestock activities. With regard to forest production, they participate, as well as men, in the production of seedlings, the planting and maintenance of crops. Women are the part of the population that has suffered the most from inter-ethnic clashes and the socio-political crisis. The mass exodus of men and young people is a common coping strategy that produces social changes and leads to an increase in divorces: women become heads of households and are the only ones to meet the needs of the family. Women are therefore likely to suffer more damage from climate risks and have low adaptive capacity. Women and children are also largely responsible for collecting water and firewood, and other natural resources for use in the household. In the context of Burundi where only a small percentage of the population has direct access to drinking water, an additional impact of the drought is the increase in the distance to be traveled to collect drinking water, which limits the time and energy for production activities.

It is expected that these impacts will be exacerbated in the near future. Examples of current and possible future impacts and vulnerabilities associated with climate variability and climate change are provided in the GIEC GT2 (2007) 2 report, which mentions impacts on crops and possible agricultural losses in terms of GDP. The report adds that additional risks that could be exacerbated by climate change include further soil erosion and inadequate agricultural production, with smallholder farmers being the most affected.

These impacts will probably cause, among others: loss of income, deterioration of the quality of life, displacement of the population and reduction in agricultural production.  
Thus, the capacities of communities, local administrations, and the national government to respond effectively to the risks of climate change remain limited due to the non-availability of relevant data and management tools, the lack of local technical skills, and low financial contributions. There is a lack of local knowledge on weather forecasting indicators and skills in the future. In addition, disaster risks associated with climate change and climate resilient activities are not considered in planning and budgeting systems at government and community level.

The challenge is to prepare communities and local decision makers to adapt. The ongoing reconstruction in Burundi presents an opportunity to ensure that disaster risks related to climate change are mainstreamed into current government efforts. Resources from the Least Developed Countries Fund will strengthen local response to climate disaster risks through the use of relevant disaster management tools and the promotion of adaptation technologies in urban and rural areas to ensure the socio-economic resilience and well-being of vulnerable communities. Climate change-related disaster risks will need to be factored into capacity and vulnerability assessment, and a new development model is needed now - and not just based on life-saving emergency activities but also on development process to stimulate development. New partnerships will need to be forged, not only with governments, NGOs and United Nations partners, but also with local decision-makers and vulnerable communities, especially when it comes to early warning.

**II.2. PROJECT INTERVENTION ZONES**

The project will intervene in the following provinces and communes:

* **Kirundo:** Bugabira, Busoni, Bwambarangwe and Kirundo communes affected by the severity of drought and water shortages which have impacts on agricultural production, livestock and wood and which deteriorate the living conditions of the populations. and decrease water levels in northern lakes;
* **Bujumbura:** the communes of Isare, Mugongo-Manga, Kanyosha and Nyabiraba. The municipality of Isare will be the heart of the interventions planned in the region. It is located in the Mumirwa region, and exhibits severe erosion caused by runoff from the hills at high altitudes in Nyabira, Mugongo-Manga and Kanyosha municipalities. These hills outline the subwatershed of the Ntahangwa River. In case of heavy rains, runoff and flooding from low-lying areas down into Bujumbura city valley destroy the banks and public and private infrastructure;
* **Makamba**: the commune of Nyanza-Lac is greatly affected by runoff and flooding from the Rwaba river;

**III. Project Overall goal**: Improving local capacities of communities on climate-related disaster risk preparedness and management of interventions to ensure a sustainable phase of reconstruction and long-term emergency in Bugesera, Mumirwa and in the regions at low altitude of the Imbo.

This project supports the specific goals through the three Millennium Development Goals (MDGs) 1, 3 and 7.

* **MDG 1: Eradicating extreme poverty and hunger** - at least 100 households will be supported to develop activities related to climate resilient livelihoods with the aim of reducing risks, improving ecosystems and targeting vulnerable households. Useful climate information such as seasonal forecasts will be provided to more than 10,000 people in 36 hills to support poor, climate-threatened and disaster-prone communities to be prepared and take action in an appropriate and timely manner, to reduce the risk and impact of disasters. Seasonal forecasting can enable the rural population to take agricultural measures to adapt and protect productivity;
* **MDG 3: Promoting gender equality and empower women -** community early warning systems and relevant training will be tailored to the needs of beneficiaries, especially the needs of women who have little access to climate information. Women’s groups and associations will become partners in implementing climate change resilient adaptation and awareness raising activities. As underlined in section II.2, the project aims to implement adaptation measures in a very participatory way, by the inclusion of all social groups, including the marginalized, in order to guarantee maximum coverage of impact and structural consideration of the most vulnerable (and those exposed to the impact of climate change) in planning adaptation and early warning interventions in areas with beneficial effects.
* **MDG 7: Ensuring environmental sustainability** - The basis of this project is to ensure environmental sustainability by integrating climate-related disaster risk management into local policies, planning and decision-making. This approach can help in the sustainable use of natural resources through good watershed and soil management practices.

To achieve this, the following secondary objectives for the project were considered:

1. Encouraging decision-makers and other stakeholders to consider the National Strategy for Disaster Risk Management and Reduction as a national priority for community resilience:
2. Identifying, assess and monitor disaster risks and strengthen the early warning system:
3. Using knowledge, innovation and education to build a culture of risk:
4. Reducing underlying factors
5. Strengthening disaster preparedness for effective emergency response at all levels

The project revolves around 3 outcomes, namely:

**Outcome 1**: A Community-based Early Warning System operational and capable of reaching target communities to prevent disaster risks related to climate change and to guide the implementation of adaptation activities is put in place.

**Output 1.1**: Setting up an operational structure for the Community-based Early Warning System for risks related to climate change in the provinces of Bujumbura Rural, Kirundo and Makamba.  
  
**Output1.2**: Upgrade of the hydro meteorological network and improvement of the capacity to generate real-time weather information and data sets for information dissemination to target communities.

**Output 1.3**: Setting up an efficient and effective communication and dissemination system to reach all end users.

**Outcome 2**: Effective adaptation options that take into account weather forecasting and climate change are integrated into local development planning and budgeting instruments.

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**Output 2.1**: Gender and climate vulnerability assessment to guide the implementation of a local

response to climate change.

**Output 2.2**: Policymakers, technical staff and communities assisted with training on the appropriate use of climate risk tools and sensitized on the impacts of climate change to support the identification of effective options for investments in adaptation and adjust plans, programs and projects according to new climate experiences.

**Output 2.3**: Provincial and communal development plans and annual budgets reviewed and updated to integrate climate risk management to further support climate-sensitive investments.  
  
**Outcome 3**: Public infrastructures are protected to withstand extreme events such as floods while the socio-economic resilience of communities vulnerable to the negative impacts of climate change is improved.

**Output 3.1**: Construction of 500 km of vegetated ditches for erosion control in Bugabira, Busoni and rural-Kirundo in order to protect and preserve the lands of the communities against higher risks of rain erosion in the uplands.

**Output 3.2**: Watershed protection works in Mumirwa to control erosion and stabilize the banks of the Ntahangwa and Gasenyi Rivers in order to reduce the risk of landslides due to flooding in the city of Bujumbura.

**Product 3.3**: Partial development works of Rwaba watershed and delimitation of Tanganyika Lake buffer zone.

**Sub-output 3.3.1**: The palm groves located along RWABA river are protected against flooding by erosion control devices over 20 km in Nyanza-Lac commune.

**Sub-output 3.3.2**: Tanganyika Lake buffer zone is delimited over a length of 20 km and forest seedlings and fixing grasses such as Pennicetum are planted along Tanganyika Lake in Nyanza Lac commune.  
  
**Output 3.4**: Support measures aimed at strengthening the food security of vulnerable households.

The TE report will assess the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments.

1. **TE PURPOSE**

The TE report will assess the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments.

The choice of an external evaluation is privileged in order to help ensure the independence, impartiality and credibility of the process.

In close collaboration with the entire project team as well as the UNDP Burundi team, including the monitoring and evaluation officers, the project's operational partners and the beneficiary communities, the consultant will have to conduct a terminal evaluation with the following objectives:

* Assessing the results and effects achieved by the project, with reference to the project results framework;
* Measuring the successes achieved in the implementation of the project;
* Assessing the effectiveness of the methodological approach used by the project - our activities and our methods - in relation to the expected results. This should include an assessment of the approaches used at the community level and the level of participation of partners and beneficiaries in carrying out the project;
* On the basis of the above points, formulating concrete and specific recommendations that can guide future interventions by the UNDP and the Government, in particular the Ministry of the Environment, Agriculture and Livestock.

1. **TE APPROACH & METHODOLOGY**

The TE report must provide evidence-based information that is credible, reliable and useful.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual 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 evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, Provincial and communal authorities, IGEBU team, Community leaders,etc. Additionally, the TE team is expected to conduct field missions to Kirundo, Makamba, Bujumbura and Bujumbura Mairie including the following project sites:

**Kirundo:** Bugabira, Busoni, Bwambarangwe and Kirundo communes

**Bujumbura:** the communes of Isare, Mugongo-Manga, Kanyosha and Nyabiraba

**Makamba**: the commune of Nyanza-Lac

**Bujumbura Mairie:** Ntahangwa river

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women’s empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

**4.1. Evaluation steps**

The evaluation will follow the following steps:

**1.1 Documentary analysis**

The key project documentation will be given to the consultant and will include, among other things, the project document, the various project implementation reports, the mid-term evaluation report, the results framework, the monitoring plan, indicators and other documents relevant to the mission. The consultant will develop a methodology document and the key questions for this assessment, individual interviews and focus groups, which will be validated together with the project team and UNDP.

**1.2. Field work.**

The field work will take place on a sample which will be defined by the consultant or consulting firm and he / she will have to show the method he / she will use to draw this sample. The sample should be as representative as possible. The project team will provide lists of project stakeholders and beneficiaries, from which the consultant can select his sample for household surveys if necessary, interviews and focus group discussions. The project team can accompany the consultant if necessary during the assessment. Interviews will be organized with the staff, authorities and ministries involved, group discussions with participants in the activities, community members and community leaders.

Immediately after the end of the collection and before submitting the final report, the evaluator will facilitate a feedback meeting with the team from UNDP, IGEBU and other project stakeholders to present their initial findings and recommendations. , and allow the enrichment of its observations.  
An interim report containing the analyses and evaluation results in accordance with the ToRs will be shared with UNDP and IGEBU for comments.

A final report will be produced and will take into account the observations and comments of UNDP and IGEBU.

To conduct this evaluation, the consultant will have to evaluate the project on the basis of the criteria of relevance, effectiveness, efficiency, impact, viability and accountability. For each of these criteria, avenues for evaluation are recommended below. It will be up to the consultant to specify and complete them bearing in mind that this is a final evaluation focused mainly on the above-mentioned criteria.

**1.3. Relevance**

In terms of relevance, the consultant must examine the merits of the project with regard to the objectives and issues determined at the outset in relation to the needs and issues identified.  
As such, the consultant will examine the matching of the project with:

* The real needs and expectations of the beneficiaries;
* National guidelines in the field of food security and nutrition;
* The strategies and interventions of other stakeholders.
* This analysis will be supplemented by an assessment of:
* The internal consistency of the project (consistency of the various means and instruments mobilized to contribute to the achievement of the objectives),
* The external coherence of the project (concordance with the actions undertaken by the other actors: administration, NGOs, service providers…).

* 1. **Efficiency**

The consultant should study the relationship between the means implemented and their costs, on the one hand, and the achievements financed, on the other hand (cost / benefit ratio for the entire project)

The evaluation carried out by the consultant must allow:

* To assess whether the necessary resources have been put in place, on time and at the lowest cost.
* To analyze any delays and overruns observed.

**1.5. Effectiveness**

The consultant should assess the degree of achievement of the project’s objectives (technical, financial, institutional, as well as any unexpected effects (positive or negative).

The analysis of effectiveness will include:

* A comparison of the expected results and the actual results of the project,
* An analysis of the noticed discrepancies.
  1. **Impact**

The consultant will mainly analyze here the positive or negative, expected or fortuitous, direct or indirect effects that the project has caused. It should also analyze to what extent the project has contributed to the improvement of the living conditions of beneficiaries as well as the positive or negative impacts planned and unplanned on direct and indirect beneficiaries. This will involve collecting adequate and objectively verifiable data using results and performance indicators.

**1.7. Viability / sustainability**

The consultant will examine whether the achievement of the objectives and the results and impacts obtained are likely to be sustainable, or even to amplify, over time, and if so under what conditions. The project was designed to have a lasting impact at community and national level. The overall sustainability of the project is ensured through strong ownership by the Government of Burundi and a commitment to the successful implementation of the project. Institutional sustainability is expected to be high: capacities will be built to promote transparency, coordination, efficiency, partnerships and to develop community participation. The technical sustainability for this project is expected to be high as the project will build on best practices and technologies tested and successfully used.

**1.8. Accountability**

The consultant should analyze to what extent the beneficiary groups or their representatives, and specifically women, have participated in the decision-making processes during the different phases of the project and how the partners / community / principals stakeholders involved in the process of disseminating information, adapted to the circumstances of the project and the context of its implementation.

At the same time, the consultant should assess the extent to which beneficiaries, communities, partners and local and state authorities are informed of the project objectives, activities, costs, beneficiary selection processes and reports to them on its progress.

**1.9. Replicability**

The project is designed to strengthen efficient and effective community-based adaptation measures and practices. It is designed to ensure wide adoption and dissemination of these practices. Such an approach will ensure the viability and reproducibility of the results achieved.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

1. **DETAILED SCOPE OF THE TE**

The TE will assess project performance against expectations set out in the project’s Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects *(insert hyperlink)*.

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report’s content is provided in ToR Annex C.

The asterisk “(\*)” indicates criteria for which a rating is required.

Findings

1. Project Design/Formulation

* National priorities and country driven-ness
* Theory of Change
* Gender equality and women’s empowerment
* Social and Environmental Standards (Safeguards)
* Analysis of Results Framework: project logic and strategy, indicators
* Assumptions and Risks
* Lessons from other relevant projects (e.g. same focal area) incorporated into project design
* Planned stakeholder participation
* Linkages between project and other interventions within the sector
* Management arrangements

1. Project Implementation

* Adaptive management (changes to the project design and project outputs during implementation)
* Actual stakeholder participation and partnership arrangements
* Project Finance and Co-finance
* Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
* Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
* Risk Management, including Social and Environmental Standards (Safeguards)

1. Project Results

* Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
* Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
* Sustainability: financial (\*) , socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
* Country ownership
* Gender equality and women’s empowerment
* Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
* GEF Additionality
* Catalytic Role / Replication Effect
* Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

* The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
* The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women’s empowerment.
* Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
* The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
* It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

**ToR Table 2: Evaluation Ratings Table for *GCRCCCBU***

|  |  |
| --- | --- |
| Monitoring & Evaluation (M&E) | Rating[[1]](#footnote-1) |
| M&E design at entry |  |
| M&E Plan Implementation |  |
| Overall Quality of M&E |  |
| Implementation & Execution | Rating |
| Quality of UNDP Implementation/Oversight |  |
| Quality of Implementing Partner Execution |  |
| Overall quality of Implementation/Execution |  |
| Assessment of Outcomes | Rating |
| Relevance |  |
| Effectiveness |  |
| Efficiency |  |
| Overall Project Outcome Rating |  |
| Sustainability | Rating |
| Financial resources |  |
| Socio-political/economic |  |
| Institutional framework and governance |  |
| Environmental |  |
| Overall Likelihood of Sustainability |  |

1. **TIMEFRAME**

The total duration of the TE will be approximately 30 working days over a time period of *November and December 2020* starting on *November 30th, 2020*. The tentative TE timeframe is as follows:

|  |  |
| --- | --- |
| Timeframe | Activity |
| *15th Nov 2020* | Application closes |
| *25th Nov 2020* | Selection of TE team |
| *7th-10th Dec 2020* | Preparation period for TE team (handover of documentation) |
| *14th–27th Dec 2020 – 11days* | Document review and preparation of TE Inception Report |
| *28th-30th Dec 2020 – 3 days* | Finalization and Validation of TE Inception Report; latest start of TE mission |
| *4th -13th Jan 2021 – 9 days* | TE mission: stakeholder meetings, interviews, field visits, etc. |
| *14th Jan 2021* | Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission |
| *15th – 24th Jan 2021* | Preparation of draft TE report |
| *January 24th – 29th, 2021* | Circulation of draft TE report for comments |
| *January 30th – 31st, 2021* | Incorporation of comments on draft TE report into Audit Trail & finalization of TE report |
| *February 2nd, 2021* | Preparation and Issuance of Management Response |
| *February 5th, 2021* | Concluding Stakeholder Workshop (optional) |
| *February 8th, 2020* | Expected date of full TE completion |

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

1. **TE DELIVERABLES**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| # | Deliverable | Description | Timing | Responsibilities |
| 1 | TE Inception Report | TE team clarifies objectives, methodology and timing of the TE | No later than 2 weeks before the TE mission: *Dec 27th, 2020* | TE team submits Inception Report to Commissioning Unit and project management |
| 2 | Presentation | Initial Findings | End of TE mission: *14th Jan 2021* | TE team presents to Commissioning Unit and project management |
| 3 | Draft TE Report | Full draft report *(using guidelines on report content in ToR Annex C)* with annexes | Within 3 weeks of end of TE mission: *24th Jan 2021* | TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP |
| 5 | Final TE Report\* + Audit Trail | Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report *(See template in ToR Annex H)* | Within 1 week of receiving comments on draft report: *February 8th, 2020* | TE team submits both documents to the Commissioning Unit |

\*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO’s quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.[[2]](#footnote-2)

1. **TE ARRANGEMENTS**

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project’s TE is UNDP.

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

1. **TE TEAM COMPOSITION**

A team of *two independent evaluators* will conduct the TE – *one team leader (with experience and exposure to projects and evaluations in other regions) and one team expert, usually from the country of the project*. The team leader will be responsible for the evaluation methodology, the overall quality of and the timely submission of all the deliverables*.* The team expert will *contextualize the tools, evaluation methodology, organize contacts and interviews locally, assess emerging trends with respect to regulatory frameworks, work with the Project Team in developing the TE itinerary, etc.)*

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project’s Mid-Term Review and should not have a conflict of interest with the project’s related activities.

The selection of evaluators will be aimed at maximizing the overall “team” qualities in the following areas:

Education

* Master’s degree in environment, agronomy, geography, meteorology or other closely related field;

Experience

* Relevant experience with results-based management evaluation methodologies;
* Experience applying SMART indicators and reconstructing or validating baseline scenarios;
* Competence in adaptive management, as applied to adapted climate resilience
* Experience in evaluating projects;
* Experience working in *Burundi or Great Lakes Region;*
* Experience in relevant technical areas for at least *8 years;*
* Demonstrated understanding of issues related to gender and *climate resilience;* experience in gender responsive evaluation and analysis;
* Excellent communication skills;
* Demonstrable analytical skills;
* Project evaluation/review experience within United Nations system will be considered an asset.

Language

* Fluency in written and spoken English.
* *French and if possible Kirundi*

1. **EVALUATOR ETHICS**

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

1. **PAYMENT SCHEDULE**

* 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
* 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
* 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%[[3]](#footnote-3):

* The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
* The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
* The Audit Trail includes responses to and justification for each comment listed.

1. **APPLICATION PROCESS[[4]](#footnote-4)**

Recommended Presentation of Proposal:

1. **Letter of Confirmation of Interest and Availability** using the [template](https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx)[[5]](#footnote-5) provided by UNDP;
2. **CV** and a **Personal History Form** ([P11 form](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)[[6]](#footnote-6));
3. 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)
4. **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](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_%20Individual%20Contract_Offerors%20Letter%20to%20UNDP%20Confirming%20Interest%20and%20Availability.docx&action=default). 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 (insert mailing address) in a sealed envelope indicating the following reference “Consultant for Terminal Evaluation of *the project “***Community Management of Disaster Risks Related to Climate Change in Burundi”** or by email at the following address ONLY: *(*[*procurement.bi@undp.org*](mailto:procurement.bi@undp.org)*)* by *(15th November 2020)*. 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.

1. **TOR ANNEXES**

* ToR Annex A: Project Logical/Results Framework
* ToR Annex B: Project Information Package to be reviewed by TE team
* ToR Annex C: Content of the TE report
* ToR Annex D: Evaluation Criteria Matrix template
* ToR Annex E: UNEG Code of Conduct for Evaluators
* ToR Annex F: TE Rating Scales
* ToR Annex G: TE Report Clearance Form
* ToR Annex H: TE Audit Trail

**ToR Annex A: Project Logical/Results Framework**

**CADRE DES RESULTATS DU PROJET**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Ce projet contribuera à la réalisation des résultats du programme pays qui suivent tel que définie dans CPAP 2014-2016 :**  **Résultat 2.1.6:** Les capacités institutionnelles, organisationnelles et techniques au niveau national, local et communautaire pour la gestion de l’environnement. Les ressources naturelles et l’adaptation aux changements climatiques sont renforcées.  **Résultat 2.2.1:** Les capacités institutionnelles, organisationnelles et techniques au niveau national, local et communautaire pour la prévention, la préparation aux risques de catastrophes, y compris les risques naturels sont renforcés. | | |
|  | **Les Indicateurs de Résultat du Programme Pays :**  Nombre de mécanismes et d’outils pour la réglementation, la coordination, la gestion et l’expertise de l’environnement et des ressources, changement climatique et risques de catastrophes revitalisé et /ou mis en place et opérationnel.  Nombre de techniques, de technologies et d’infrastructures pour la préservation de l’environnement et des ressources, et la résilience aux impacts du changement climatique et les catastrophes naturelles. Existence d’une information intégrée et fonctionnelle, système d’évaluation et de surveillance sur les changements climatiques & la réduction des risques  Existence d’outils technique, l’expertise technique et équipement approprié  Existence d’un programme d’adaptation aux risques | | |
|  | **Environnement Clé Primaire d’Application et Résultat Clé Durable dans le milieu (même chose que sur la page de garde, encercler un):**  3. Renforcer l’adaptation aux changements climatiques | | |
|  | **Objectif Stratégique Applicable du GEF et Programme:**  CCA-1: Réduire la vulnérabilité aux effets néfastes du changement climatique, y compris la variabilité, au niveau local, national, régional et global  CCA-2: Augmenter la capacité d’adaptation pour répondre aux impacts du changement climatique, y compris la variabilité, au niveau local, national, régional et mondial  CCA-3: Promouvoir le transfert et l’adoption des technologies d’adaptation | | |
|  | **Résultats attendus applicable au GEF:**  Résultat 1.1: Adaptation intégrée dans les cadres de développement plus larges au niveau des pays et dans les zones vulnérables ciblées  Résultat 2.3: Renforcement de la sensibilisation et l’appropriation des processus d’adaptation et de réduction des risques climatiques au niveau local  Résultat 3.1: Une démonstration réussie, le déploiement et le transfert des technologies d’adaptation pertinentes dans les zones ciblés | | |
|  | **Résultats attendus applicable au GEF: (suivant l’outil AMAT)**  Indicateur 1.1.1. Les mesures d’adaptation mises en œuvre dans le cadre du développement national /sous-régional  Indicateur 2.3.1. % de prise de conscience par les populations ciblées des impacts négatifs prévus du changement climatique and des réponses appropriées  Indicateur 3.1.2. Type de technologie d’adaptation adéquate au changement climatique mise en œuvre dans des zones choisies par une participation des parties prenantes | | |
| **EFFETS** | | **PRODUITS** | **ACTIVITES** |
| **Effet 1**: Un Système d'Alerte Précoce à base Communautaire opérationnel et qui est capable d’atteindre les communautés cibles pour prévenir les risques de catastrophes liés aux changements climatiques et pour guider la mise en œuvre des activités d'adaptation est mis en place | | **Produit 1.1:** Mise sur pied d’une structure opérationnelle du Système d’Alerte Précoce à base Communautaire des risques relatifs aux changements climatiques dans les provinces de Bujumbura Rural, Kirundo et Makamba. | **Activité 1.1.1:** Analyse participative de la situation entreprise lors de la phase de lancement du projet. |
| **Activité 1.1.2 :** Mise sur pied des points focaux du système d’alerte précoce à base communautaire au niveau collinaire, communal, provincial et national |
| **Activité 1.1.3 :** Equiper les points focaux. |
| **Activité 1.1.4 :** Les formations des points focaux des CB-EWS (=Systèmes d’alerte précoce communautaires) et les membres de la Plate-forme nationale, provinciale et municipale |
| ***Produit.1.2:*** *Mise à niveau du réseau hydrométéorologique et l'amélioration de la capacité de générer l'information et des* ***séries de*** *données* ***météo en temps réel*** *pour la diffusion de l’information pour cibler les communautés* | **Activité 1.2.1 :** *Besoin d’évaluation* |
| **Activité 1.2.2 :** Mise à niveau du réseau hydrométéorologique existant |
| **Activité 1.2.3 :** *Formations sur la collecte, le traitement et l'analyse de données et de messages du sommet à la base* |
|  | | ***Produit 1.3:*** *Mettre en place un système efficace et effectif de communication et de diffusion pour atteindre tous les utilisateurs finaux.* | **Activité 1.3.1:** *Concevoir la base de données fonctionnelle pour analyser et produire des informations pertinentes et liées aux systèmes d'information existants (FAO, PAM, IGEBU)*  Activité 1.3.2. *Élaborer des Procédures Normalisées d’Opération (SOP)*  Activité 1.3.3: *Le système de transfert et de dissémination des informations* |
| **Activité 1.3.2 :** *Élaborer des Procédures Normalisées d’Opération (SOP)* |
| **Activité 1.3.3:** *Le système de transfert et de dissémination des informations* |
| **Effet 2:** Les options efficaces d’adaptation qui tiennent compte des prévisions métrologiques et du changement climatiques sont intégrées dans les instruments locaux de planification du développement et de budgétisation | | ***Produit 2.1:*** *Genre et évaluation de la vulnérabilité climatique pour orienter la mise en place d’une intervention locale face aux changements climatiques* | ***Activité 2.1.1:*** *Changements climatiques et évaluation de la vulnérabilité pour les provinces et les communes cibles* |
| ***Activité 2.1.2:*** *Analyse des risques sensibles à la dimension genre* |
| ***Produit 2.2:*** *Les décideurs, le personnel technique et les communautés ont aidé à la formation sur l'utilisation appropriée des outils des risques climatiques et à la sensibilisation sur les impacts du changement climatique afin d’appuyer l'identification des options efficaces des investissements dans l’adaptation et ajuster les plans, programmes et projets selon de nouvelles expériences climatiques* | ***Activité 2.2.1:*** *Former 50 membres des conseils provinciaux et communaux sur les outils de planification du changement climatique.* |
| ***Activité 2.2.2:*** *Formation de 150 techniciens de services décentralisés (agriculture, santé, environnement et eau, bétail, etc.) sur l'intégration de la gestion des risques climatiques dans la planification socio-économique.* |
| ***Activité2.2.3 :*** *Interventions du Gouvernement, des fonctionnaires et des administrateurs* |
| ***Activité 2.2.4:*** *Sensibilisation et messages ciblés sur le changement climatique, les interactions humaines par rapport à l'environnement ainsi que les facteurs hydrométéorologiques extrêmes.* |
| ***Produit 2.3:*** *Plans de développement provincial et communal et les budgets annuels revus et actualisés pour intégrer la gestion des risques climatiques pour appuyer davantage les investissements qui tiennent compte du climat.* | ***Activité 2.3.1*:** Une phase préparatoire, consistant à : (i) la coordination des décideurs et l'équipe de prestataires de services choisis pour revisiter l'instrument de planification locale; et (ii) des outils de partage pour l'intégration des questions de changement climatique; |
| ***Activité 2.3.2*:** Une mise à jour des plans de développement locaux et SPAT. Les différentes étapes de cette phase seront les suivantes : (i) l’élaboration d'un plan d'actions prioritaires en utilisant les résultats de l'analyse de la vulnérabilité; et (ii) Consensus entre les principaux acteurs. |
| ***Activité 2.3.3*:** Planifier les contrôles d’adoption et de respect des normes : un document élaboré ou révisé sera adopté conformément aux procédures prescrites. Le document adopté par le conseil provincial ou communal est soumis au contrôle de conformité selon les procédures prescrites. |
| ***Activité 2.3.4*:** Identifier les mécanismes de financement des mesures d'adaptation et du système d'alerte précoce au niveau communautaire. |
|  | ***Activité 2.3.5*:** Vulgarisation des plans de développement locaux et SPAT révisés. |
| **Effet 3**. Les infrastructures publiques sont protégées pour résister aux événements extrêmes comme les inondations tandis que la résilience socioéconomique des communautés vulnérables aux impacts négatifs du changement climatique est améliorée | | ***Produit 3.1:*** *Réalisation de 500 km de fossés végétalisés pour la maîtrise de l'érosion dans Bugabira, Busoni et Kirundo-rurale afin de protéger et préserver les terres des communautés contre des risques plus élevés de l'érosion pluviale des hautes terres.* | ***Activité3.1.1:*** *Production des plants agro-forestiers (Grévilléea) et des arbustes fourragers en pépinières.* |
| ***Activité 3.1.2:*** *Réalisation des travaux de protection* |
| ***Activités 3*.1.3:** Amélioration des moyens de subsistances des communautés : Dix mille (10000) têtes de chèvres en gestation seront achetées et distribuées à 5000 ménages en privilégiant les personnes vivant aux environs des zones tampons. |
| ***Activité 3.1.4:*** *Faciliter l'engagement des communautés* : |
| **Produit 3.2:** *Travaux de protection des bassins versants dans le Mumirwa pour le contrôle de l’érosion et stabilisation des berges des Rivières Ntahangwa et Gasenyi afin de réduire le risque de glissements de terrain dues aux inondations dans la ville de Bujumbura.* |  |
| **Sous-produit 3.2. 1.** : Protection des sols sur 2000ha (800km) dans les communes d’Isale, Mugongo-manga, Nyabiraba et Kanyosha et stabilisation des berges des rivières Ntahangwa et Gasenyi. | **Activités 3.2.1.1 :** Des travaux d’aménagement intégrés des bassins versants dans les communes concernées seront réalisés par des travaux de (i) creusement des fossés antiérosifs sur 800 km pour protéger environs 2000 ha de terres, (ii) de reboisement (Eu) et d’agroforesterie et (iii) de repeuplement du cheptel. |
|  | ***Activité 3.2.1.2:*** *La stabilisation des talus préliminaires faite en amont des bassins versants de Bujumbura (les rivières Ntahangawa et Gasenyi)* |
| **Sous-produit 3.2.2** : Amélioration des moyens de subsistances des communautés : Dix mille (10000) têtes de chèvres en gestation seront achetées et distribuées à 5000 ménages situés dans les communes concernées par le projet**.** | ***Activité 3.2.2.1 :*** *Travaux de stabilisation du talus sur la Rivière Ntahangwa* |
| ***Produit 3.3 :*** *Travaux d’aménagement partiel du bassin versant de Rwaba et délimitation d’une zone tampon du Lac Tanganyika*.  ***Sous-produit 3.3.1 :*** *Les plantations de palmeraies situées le long de la rivière RWABA sont protégées contre les inondations par des dispositifs de lutte contre l’érosion sur 20 km en commune Nyanza-lac.* | ***Activité* 3.3.1.1 :** Produire en pépinières et planter 50 000 plants agro forestiers et 3000 plants fruitiers dans les exploitations agricoles en communes Nyanza-Lac  ***Activité* 3.3.1.2 :** Creuser des fossés antiérosifs sur 50 km dans les exploitations agricoles des communautés de la commune Nyanza Lac ;  ***Activité* 3.3.1.3 :** Produire en pépinières et planter 50 000 plants d’arbustes fourragers et acheter 125000 éclats de souches d’herbes fixatrices et leur plantation le long des fossés antiérosifs pour la végétalisation ;  ***Activité* 3.3.1.4:** Multiplier les textes d’application du code de l’environnement, du code forestier et du code de l’eau ainsi que de leur vulgarisation ;  ***Activité* 3.3.1.5 :** Renforcer les capacités des parties prenantes sur les techniques de gestion des eaux de pluies ;  ***Activité* 3.3.1.6 :** Organiser des visites d’échanges d’expériences |
|  | | ***Sous-produit 3.3.2 :****La zone tampon du Lac Tanganyika est délimitée sur une longueur de 20 km et des plants forestiers et des herbes fixatrices comme le Pennicetum sont plantés le long du Lac Tanganyika en commune Nyanza Lac.* | ***Activité* 3.3.2.1 :** Délimitation d’une zone tampon sur 20 km du lac Tanganyika ;  ***Activité* 3.3.3.2.2** : Planter des arbres fruitiers à 50 m du Lac et des éclats de souches de Pennicetum aux bords des eaux du Lac.  ***Activité* 3.3.2.3 :** Traduire, diffuser et vulgariser le code foncier, le code de l’environnement, le code de l’eau, le code forestier et leur diffusion  ***Activité* 3.3.2.4. :** Organisation des ateliers de sensibilisation  ***Activité* 3.3.2.5 :** Multiplier les textes d’application du code de l’environnement, du code forestier et du code de l’eau et leur vulgarisation. |
| ***Produit 3.4:*** *Des mesures d'accompagnement visant à renforcer la sécurité alimentaire des ménages vulnérables* | ***Activité 3.4.1:*** *Au moins 100 ménages autour du lac Cohoha appuyés pour entreprendre des AGR résilientes au climat* |
| ***Activité 3.4.2:*** *Démontrer les avantages de la collecte de l'eau du bassin versant, en combinaison avec la mise en place de jardins potagers (pour les communautés habitant sur les collines)* |
| ***Activité 3.4.4 :*** Intégrer le changement climatique dans les plans de développement Communaux Beaucoup d’atelier de formation et de sensibilisation seront organisés et réalisés à l’endroit de tous les acteurs du développement de la commune de Rumonge sur les techniques d’intégration du changement climatique dans les programmes de développement communal. |

**ToR Annex B: Project Information Package to be reviewed by TE team**

|  |  |
| --- | --- |
| # | Item (electronic versions preferred if available) |
| 1 | Project Identification Form (PIF) |
| 2 | UNDP Initiation Plan |
| 3 | Final UNDP-GEF Project Document with all annexes |
| 4 | CEO Endorsement Request |
| 5 | UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any) |
| 6 | Inception Workshop Report |
| 7 | Mid-Term Review report and management response to MTR recommendations |
| 8 | All Project Implementation Reports (PIRs) |
| 9 | Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports) |
| 10 | Oversight mission reports |
| 11 | Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings) |
| 12 | GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages) |
| 13 | GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only |
| 14 | Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions |
| 15 | Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures |
| 16 | Audit reports |
| 17 | Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.) |
| 18 | Sample of project communications materials |
| 19 | Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants |
| 20 | Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities |
| 21 | List of contracts and procurement items over ~US$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information) |
| 22 | List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results) |
| 23 | Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available |
| 24 | UNDP Country Programme Document (CPD) |
| 25 | List/map of project sites, highlighting suggested visits |
| 26 | List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted |
| 27 | Project deliverables that provide documentary evidence of achievement towards project outcomes |
|  | *Additional documents, as required* |

**ToR Annex C: Content of the TE report**

1. Title page

* Title of UNDP-supported GEF-financed project
* UNDP PIMS ID and GEF ID
* TE timeframe and date of final TE report
* Region and countries included in the project
* GEF Focal Area/Strategic Program
* Executing Agency, Implementing partner and other project partners
* TE Team members

1. Acknowledgements
2. Table of Contents
3. Acronyms and Abbreviations
4. Executive Summary (3-4 pages)

* Project Information Table
* Project Description (brief)
* Evaluation Ratings Table
* Concise summary of findings, conclusions and lessons learned
* Recommendations summary table

1. Introduction (2-3 pages)

* Purpose and objective of the TE
* Scope
* Methodology
* Data Collection & Analysis
* Ethics
* Limitations to the evaluation
* Structure of the TE report

1. Project Description (3-5 pages)

* Project start and duration, including milestones
* 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
* Immediate and development objectives of the project
* Expected results
* Main stakeholders: summary list
* Theory of Change

1. Findings

(in addition to a descriptive assessment, all criteria marked with (\*) must be given a rating[[7]](#footnote-7))

4.1 Project Design/Formulation

* Analysis of Results Framework: project logic and strategy, indicators
* Assumptions and Risks
* Lessons from other relevant projects (e.g. same focal area) incorporated into project design
* Planned stakeholder participation
* Linkages between project and other interventions within the sector
  1. Project Implementation
* Adaptive management (changes to the project design and project outputs during implementation)
* Actual stakeholder participation and partnership arrangements
* Project Finance and Co-finance
* Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
* UNDP implementation/oversight (\*) and Implementing Partner execution (\*), overall project implementation/execution (\*), coordination, and operational issues
* Risk Management, including Social and Environmental Standards (Safeguards)
  1. Project Results and Impacts
* Progress towards objective and expected outcomes (\*)
* Relevance (\*)
* Effectiveness (\*)
* Efficiency (\*)
* Overall Outcome (\*)
* Sustainability: financial (\*), socio-economic (\*), institutional framework and governance (\*), environmental (\*), and overall likelihood (\*)
* Country ownership
* Gender equality and women’s empowerment
* Cross-cutting Issues
* GEF Additionality
* Catalytic/Replication Effect
* Progress to Impact

1. Main Findings, Conclusions, Recommendations & Lessons

* Main Findings
* Conclusions
* Recommendations
* Lessons Learned

1. Annexes

* TE ToR (excluding ToR annexes)
* TE Mission itinerary, including summary of field visits
* List of persons interviewed
* List of documents reviewed
* Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
* Questionnaire used and summary of results
* Co-financing tables (if not include in body of report)
* TE Rating scales
* Signed Evaluation Consultant Agreement form
* Signed UNEG Code of Conduct form
* Signed TE Report Clearance form
* *Annexed in a separate file*: TE Audit Trail
* *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

**ToR Annex D: Evaluation Criteria Matrix template**

|  |  |  |  |
| --- | --- | --- | --- |
| **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 a the local, regional and national level? | | | |
| *(include evaluative questions)* | *(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)* | *(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)* | *(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)* |
|  |  |  |  |
|  |  |  |  |
| 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, socio-political, and/or environmental risks to sustaining long-term project results? | | | |
|  |  |  |  |
|  |  |  |  |
| Gender equality and women’s empowerment: How did the project contribute to gender equality and women’s empowerment? | | | |
|  |  |  |  |
|  |  |  |  |
| Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status? | | | |
|  |  |  |  |
| *(Expand the table to include questions for all criteria being assessed: Monitoring & Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)* | | | |

**ToR Annex E: UNEG Code of Conduct for Evaluators**

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

**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 imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project’s Mid-Term Review.

**Evaluation Consultant Agreement Form**

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

Name of Evaluator: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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 F: TE Rating Scales**

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| --- | --- |
| Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance | Sustainability ratings: |
| 6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings  5 = Satisfactory (S): meets expectations and/or no or minor shortcomings  4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings  3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings  2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings  1 = Highly Unsatisfactory (HU): severe shortcomings  Unable to Assess (U/A): available information does not allow an assessment | 4 = Likely (L): negligible risks to sustainability  3 = Moderately Likely (ML): moderate risks to sustainability  2 = Moderately Unlikely (MU): significant risks to sustainability  1 = Unlikely (U): severe risks to sustainability  Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability |

**ToR Annex G: TE Report Clearance Form**

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| --- |
| **Terminal Evaluation Report for** *(Project Title & UNDP PIMS ID*) **Reviewed and Cleared By:**  **Commissioning Unit (M&E Focal Point)**  Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  **Regional Technical Advisor (Nature, Climate and Energy)**  Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

**ToR Annex H: TE Audit Trail**

*The following is a template for the TE Team 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 listed as an annex in the final TE report but not attached to the report file.*

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

The following comments were provided to the draft TE report; they are referenced by institution/organization (do not include the commentator’s name) and track change comment number (“#” column):

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Institution/**  **Organization** | **#** | **Para No./ comment location** | **Comment/Feedback on the draft TE report** | **TE team**  **response and actions taken** |
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1. Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U) [↑](#footnote-ref-1)
2. Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml> [↑](#footnote-ref-2)
3. The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit’s senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:

   <https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default> [↑](#footnote-ref-3)
4. Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://popp.undp.org/SitePages/POPPRoot.aspx> [↑](#footnote-ref-4)
5. <https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx> [↑](#footnote-ref-5)
6. <http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc> [↑](#footnote-ref-6)
7. See ToR Annex F for rating scales. [↑](#footnote-ref-7)