

**UNITED NATIONS DEVELOPMENT PROGRAMME**  
**TERMINAL EVALUATION TERMS OF REFERENCE (TOR)**



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**POSITION INFORMATION**

**Title:** International Consultant (for undertaking Terminal Evaluation of the project 'ENHANCING THE FOREST NATURE RESERVES NETWORK FOR BIODIVERSITY CONSERVATION IN TANZANIA')

**Reports to:** UNDP Tanzania Programme Specialist, Environment

**Duty station:** Home-based with travel to project sites

**Duration of assignment:** 25 days

**Contract period:** Within 1<sup>st</sup> February 2020 and April 15<sup>th</sup>, 2020

Full time

COA

GL BU	Account	Fund	Op. Unit	Dept.	Project	Impl. Agent	Donor	Activity
UNDP1	71205	62000	TZA	38205	00091754	010498	10003	ACTIVITY3

**INTRODUCTION**

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the **Project: ENHANCING THE FOREST NATURE RESERVES NETWORK FOR BIODIVERSITY CONSERVATION IN TANZANIA** (PIMS 5106/5035) which is being implemented by the Tanzania Forest Service Agency with GEF funding through UNDP Tanzania

The essentials of the project to be evaluated are as follows: *(Fully complete the table below)*

**PROJECT SUMMARY TABLE**

Project Title:		ENHANCING THE FOREST NATURE RESERVES NETWORK FOR BIODIVERSITY CONSERVATION IN TANZANIA		
GEF Project ID:	PIMs 5106/5035		<i>at endorsement (Million US\$)</i>	<i>at completion (Million US\$)</i>
UNDP Project ID:	00091754	GEF financing:	4.10	4.1
Country:	Tanzania	IA/EA own:	1.00	1.00
Region:	África	Government:	15.00	TFS to add
Focal Area:	Biodiversity	Others:	3.60	
FA Objectives, (OP/SP):	GEF 5; Objective 1: Improved sustainability of protected areas	Total co-financing:	19.60	
Executing	UNDP	Total Project Cost:	US\$ 24,700,000	

conduct a field mission to Tanzania to visit the following project sites: Minziro, Chome, Uzungwa Scarp, Mkingu, Magamba and Rungwe. Interviews will be held with the following organizations and individuals at a minimum of 5 sites. Key stakeholders for the work are:

TFS at HQ and Zonal Level, FBD, Tourism and Planning Divisions at the Ministry of natural Resources and Tourism, Regional Natural Resources Advisers and District Councils in the areas where the key Nature Reserves are located, Some member of the Project Steering Committee, Ministry of Finance, Tanzania Tourism Board, and Tourism Agents; Tanzania Wildlife Authority, Tanzania National Parks, WWF (TZ), Tanzania Forest Conservation Group, Eastern Arc Mountains Endowment Fund (EAMCEF), PORALG, GEF desk in the Vice Presidents Office of government.

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in TOR Annex B of this Terms of Reference. The TE report should integrate the evaluation criteria listed below and adhere to the UNDP GEF template (to be provided by the Regional Technical Adviser).

### EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based on expectations set out in the Project Logical Framework/Results Framework (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 TOR 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								

of initial findings	country mission and consultations with key project partners	mission	management team
Draft Final Report	Full report, (per annexed template) with annexes for review and comments by partners	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFPs. Comments to be received from partners within 2 weeks from the day of receipt
Final draft Report*	Revised report incorporating Comments from partners and comments audit trail	Within 1 week of receiving comments from UNDP.	Sent to CO for uploading to UNDP ERC and prepare Management Responses

\*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.

An inception meeting will be conducted at the beginning of the assignment to present the plan, and a meeting at the end of the work in Tanzania to present the results. Both meetings would be held at TFS premises involving TFS staff (Management Team) and other key stakeholders (PSC members, UNDP) etc.

### TEAM COMPOSITION

The evaluation team will be composed of two consultants including 1 international and 1 national evaluator who shall have prior experience in evaluating similar projects. The international consultant will be designated team leader and shall be responsible for the quality of the final report submitted to UNDP. The two evaluators will be recruited separately; however, the two shall form a team making a joint presentation to the Project Management team including the Project Steering Committee members (PSC) that shall be planned to take place towards the end of the field missions. The selected consultants should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities. These TOR is for the International consultant who is required to have the following qualifications and experience:

- Master's degree or higher in relevant areas such as Biodiversity Management, Sustainable Land or Forest Management, Environmental sciences or Natural Resources Management.
- Minimum of 10 years of professional experience, with demonstrated understanding of policies and practices relevant to the GEF project, including those guiding forest management, environment, land management, protected area management, and sustainable financing.
- Recent experience with evaluating projects with result-based monitoring and evaluation methodologies and in applying SMART indicators.
- Demonstrated experience evaluating GEF-funded projects.

### COMPETENCIES FOR THE INTERNATIONAL CONSULANT

#### i) Functional Competencies

- Demonstrated ability to plan, organize logically, effectively implement and meet set deadlines
- Good interpersonal and communication skills, including ability to set out a coherent argument in presentations and group interactions
- Conceptual and strategic analytical capacity coupled with good writing skills
- Proven experience in participatory processes and in facilitating dialogue between Government, Development partners, private sector and civil society
- Fluency in written and spoken English and excellent coordination skills

#### ii) Compliance with UN Core Values

- Demonstrates integrity by modelling the UN's values and ethical standards.

UNDP/GEF TOR TE International Consultant

- Recent experience with evaluating projects with result-based monitoring and evaluation methodologies and in applying SMART indicators (20%).
- Demonstrated experience evaluating GEF-funded projects (20%).

**Financial proposal - Maximum 30 points:**

Appropriateness shall be computed as a ratio of the proposal's offer to the lowest price among the proposals received by UNDP.

**Financial assessment:**

**A lump sum amount approach shall be used with the following expectations:**

- The lump sum amount must be "all-inclusive";
- The contract price is fixed regardless of changes in the cost of components;
- For duty travels, UN's Daily Subsistence Allowance (DSA) rates prevailing at the time of sourcing, for the duty station and all other cities indicated in the TOR as part of duty travel destinations will be used. This will give Offerors an indication of the cost of living in a duty station/destination, to aid their determination of the appropriate fees and financial proposal amount, but it does not imply that Offerors are entitled to DSA payment; and

The initial payment includes the actual cost of the IC's travel to arrive at the designated Duty Station. This implies that the completion of the journey can be considered as one of the deliverables payable upon arrival.

development; equity partnerships in private sector tourism concessions; access/traversing rights; non-extractive resource use; preferential contracting; and participation in management decision-making). Finally, work under this output will support the establishment and functioning of an 'umbrella' co-management structure for the reserve, with representation from each adjacent village government and the reserve management.

***Output 1.4: The capacity of the TFS to plan and manage the six FNRs, as part of a wider network of FNRs, is improved***

Work under this output would, as an integral part of this much larger reform and change process in TFS, seek to contribute to improving the capacity of TFS to better administer a more cohesive network of forest protected areas FNRs. Under this output, GEF funds will be used to support: improving the knowledge and skills base of FNR staff; establishing and maintaining a consolidated FNR database; and establishing a collaborative information-sharing forum for the network of FNRs.

***Output 2.1: The commercial development of tourism and recreational facilities and services in FNRs is implemented through public-private partnerships (PPP).***

This output would support the implementation of large-scale tourism concession (and/or leasing) processes in FNRs, through public-private partnerships. Successful tourism concessions/leases in FNRs will need to be characterized by: the requisite competencies in TFS to administer the concession contracts and leases; the equitable selection of financially efficient and experienced concessionaires/lessees; a portion of the income from tourism user fees is paid by the concessionaire/lessee for funding conservation management of FNRs; the environmental impacts of concessioner / leased tourism facilities and services are minimized; and tangible social and economic benefits are derived for local communities from concessions/leases.

The main elements of commercial tourism concessions/lease development that were supported under this output included: (i) identifying the viable large-scale commercial tourism and recreational development opportunities in FNRs; (ii) describing how these tourism concession/lease opportunities in FNRs are defined, structured, priced and brought to the market; (iii) developing the internal capacity of TFS to plan and administer a concession/leasing process; (iv) facilitating local community involvement in, and beneficitation from, tourism concessions/lease processes; (v) soliciting tourism development proposals, and selecting and appointing suitable tourism operators; and (vi) managing tourism concession/lease contracts, once an operator is in place.

***Output 2.2: The destinations, attractions, facilities and services in FNRs are effectively marketed to target audiences***

This output focused on improving the branding and marketing of the different FNR products and services, with the overall objective of increasing the number of day and overnight visitors to the reserves.

***Output 2.3: Other income-generating activities in targeted FNRs are identified and tested.***

This output aimed to focus on assessing the feasibility of a range of different funding mechanisms/tools for FNRs. Based on the results of this assessment, it will identify a set of key actions that will be required to mobilize financial resources for, and build financial capacity in, FNRs. A medium-term Financial Plan will be developed to provide the strategic framework for the prioritized implementation of these key actions. Based on preliminary work undertaken during the preparatory phase, this output will also finance the implementation of a number of potential income-generating opportunities in order to assess the viability of these funding mechanisms.

Indicator	Baseline (2012/2013)	Target/s (End of Project)	Source of verification	Risks and Assumptions
Number of endemic and threatened species effectively conserved in formally gazetted FNRs	Site level endemics: 129 Threatened animals: 12	Site level endemics: >195 Threatened animals: >34	Research and monitoring data/ reports	<ul style="list-style-type: none"> <li>a significant increase in the illegal clearance of, and unsustainable levels of harvesting of natural resources from, FNRs by these communities</li> <li>The Government and TFS do not commit adequate resources and funding to significantly improve the management effectiveness of FNRs. This may, in turn, limit the interest of the private sector in investing in large-scale tourism concessions in FNRs</li> <li>The effects of climate change further exacerbates the fragmentation of high forests in FNRs, leading to an increase in the vulnerability of endemic forest species</li> </ul>
<b>Outcome 1</b> Consolidating and improving the management of the FNR network	<b>Outputs:</b> <ul style="list-style-type: none"> <li>1.1 The conservation status and boundaries of six FNRs are secured</li> <li>1.2 The core staffing complement, infrastructure and equipment in six FNRs is in place</li> <li>1.3 The governance of, and benefit-sharing in, six FNRs is strengthened</li> <li>1.4 The capacity of the TFS to plan and manage the six FNRs, as part of a wider network of FNRs, is improved.</li> </ul>			
Number of active Reserve Management Plans in the six targeted FNRs	0 (4 outdated)	6	Reserve Management Plans FNR quarterly/annual reports Project reports	<b>Assumptions:</b> <ul style="list-style-type: none"> <li>The TFS will not have to re-engage villages and communities in the gazetting of the proposed FNRs</li> <li>The TFS appoints sufficient and suitable management staff to administer and manage the new FNRs</li> <li>Competent local civil engineering businesses are available to implement construction and renovation activities in far-flung FNRs</li> <li>Boundary demarcation and infrastructure works do not compromise the ecological integrity of the FNRs</li> <li>Local village government will act in the best interests of local communities i.r.o. benefits derived from FNRs and project activities.</li> </ul>
Extent (km) of boundaries adequately demarcated and routinely maintained in the six targeted FNRs	~210km	661km	FNR quarterly/annual reports Project reports	
Number of the targeted FNRs with all entry points adequately signposted and secured	0	6	FNR quarterly/annual reports Project reports	
Number of ranger staff in the six targeted FNRs who are adequately equipped	0	60	FNR quarterly/annual reports Project reports	
Number of the targeted FNRs with	2 (but not fully functional)	6	FNR quarterly/annual reports	<b>Risks:</b>

Indicator	Baseline (2012/2013)	Target/s (End of Project)	Source of verification	Risks and Assumptions
Number of nature-based tourism and/or recreational concessions/leases awarded and under development in FNRS	0	2	reports Concession/ lease agreements TFS Annual Report	FNAs is 'ring-fenced' for re-investment into their maintenance and management. - The tourism development opportunities identified in the tourism development plans will be financially viable for private sector investment
Income/annum (US\$) to FNRS from nature-based tourism concessions/leases	US\$0	>US\$10,000	TFS Annual Report and Financial Audit	- The joint venture commercial farming activities are financially sustainable and will not compromise the biological integrity of the FNRS
Number of individuals from FNR-adjacent villages benefiting directly from tourism concessions/leases (construction and/or operational phases)	0	>100	Project Reports Concessionaire reports FNR quarterly/annual reports	- Local government will facilitate and support improvements to the reserve-access roads and signage - Commercial operators, hotel chains and tour companies will participate in the marketing of FNRS
Number of visitors/annum to FNRS	Day: <2000 Overnight: <300	Day: >5000 Overnight: >500	FNR quarterly/annual reports TFS Annual Report	
Number of, and income (US\$/annum) from, joint venture bee and butterfly farms in FNRS	Number: 0 Income (US\$/annum): 0	Number: >4 Income (US\$/annum): >US\$50,000	Farm operator annual and financial reports FNR quarterly/annual reports TFS Annual Report and Financial Audit Project Reports Financial Plan Project reports	<b>Risks:</b> - Local communities living in and around the reserves conflict with TFS over restrictions on their access to, and use of, land and natural resources in FNRS. This conflict in turn leads to a significant increase in the illegal clearance of, and unsustainable levels of harvesting of, natural resources from, FNRS by these communities
Financial plan for FNR network	Yes	Ng		- The Government and TFS do not commit adequate resources and funding to significantly improve the management effectiveness of FNRS. This may, in turn, limit the interest of the private sector in investing in large-scale tourism concessions in FNRS
Additional ring-fenced income (US\$/annum) raised from new/additional donor sources for FNR development and management	N/A	>US\$300,000	TFS Annual Report and Financial Audit Project Reports	

**ANNEX C: EVALUATION QUESTIONS**

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

Evaluative Criteria Questions	Indicators	Sources	Methodology
<b>Relevance:</b> 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?			
<ul style="list-style-type: none"> <li>How successful has the project been at creating a network of nature reserves</li> </ul>	<ul style="list-style-type: none"> <li>Number and quality of NR management</li> </ul>	<ul style="list-style-type: none"> <li>Project summary document</li> </ul>	<ul style="list-style-type: none"> <li>Read and ask questions</li> </ul>
<ul style="list-style-type: none"> <li>Has the reserve network been able to develop a self-sustaining financial model</li> </ul>	<ul style="list-style-type: none"> <li>Number of tourists, income, and other means of sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Project summary document</li> </ul>	<ul style="list-style-type: none"> <li>Read and ask questions</li> </ul>
•			
<b>Effectiveness:</b> To what extent have the expected outcomes and objectives of the project been achieved?			
<ul style="list-style-type: none"> <li>Have all outcomes, objectives and indicators been achieved</li> </ul>	<ul style="list-style-type: none"> <li>Indicators in project log frame</li> </ul>	<ul style="list-style-type: none"> <li>Project M&amp;E scheme and PIR reports</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
•			
<b>Efficiency:</b> Was the project implemented efficiently, in-line with international and national norms and standards?			
<ul style="list-style-type: none"> <li>How well has the national and international staffing resource been deployed to deliver the project</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Sustainability:</b> To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
<ul style="list-style-type: none"> <li>Is the available TFS funding and management able to sustain the network of 17 nature reserves?</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>Is the network of nature reserves able to prevent encroachment by surrounding poor populations</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
•			
<b>Impact:</b> Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
<ul style="list-style-type: none"> <li>Changes in habitat cover and condition?</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>Changes in status of species</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>



**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 Form<sup>2</sup>**

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

**Name of Consultant:** \_\_\_\_\_

**Name of Consultancy Organization (where relevant):** \_\_\_\_\_

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

**Signed at *place on date***

**Signature:** \_\_\_\_\_

<sup>2</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)

- 3.3 Project Results
  - Overall results (attainment of objectives) (\*)
  - Relevance (\*)
  - Effectiveness & Efficiency (\*)
  - Country ownership
  - Mainstreaming
  - Sustainability (\*)
  - Impact
4. Conclusions, Recommendations & Lessons
  - Corrective actions for the design, implementation, monitoring and evaluation of the project
  - Actions to follow up or reinforce initial benefits from the project
  - Proposals for future directions underlining main objectives
  - Best and worst practices in addressing issues relating to relevance, performance and success
5. Annexes
  - ToR
  - Itinerary
  - List of persons interviewed
  - Summary of field visits
  - List of documents reviewed
  - Evaluation Question Matrix
  - Questionnaire used and summary of results
  - Evaluation Consultant Agreement Form