

## **TERMS OF REFERENCE (Individual Contractor Agreement)**

**Title:** Project Management Support – Advisor / Apoyo a la Gestión de Proyectos – Asesor/a  
**Project:** FSP OP6 Bolivia  
**Duty station:** Home Based  
**Section/Unit:** NYSC SDC GMS  
**Contract/Level:** ICS-11/IICA-3  
**Supervisor:** Kirk Bayabos, Head of Cluster

### **1. General Background**

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) upon completion of implementation. This Terms of Reference (ToRs) sets out the expectations for the TE of the full-sized project titled FSP OP6 Bolivia (PIMS#5731) implemented through the United Nations Office for Project Services (UNOPS). The project started on 29 March 2017 and is in its fourth 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’.

The **objective** of the OP6 Bolivia project is to strengthen the capacities of local communities in the Chaco, Chiquitanía and Pantanal ecoregions, to improve their livelihoods by conserving natural habitats, restoring degraded ecosystems, and strengthening sustainable production for socio-ecological resilience. This will be achieved through **six outcomes**: 1.1. Ecosystem services restored and improved biodiversity conservation through innovation, replicability, and scaling of community-level interventions in five NPs and NAIM of Chaco, Chiquitanía, and Pantanal; 1.2 Increased sustainability and productivity of agro-ecosystems from community interventions in five prioritized NP’s and NAIM by GEF6; 1.3 Improved alternative livelihoods in priority landscapes (NP-NAIM) through the development of innovative products and market access; 1.4. Practices to improve energy efficiency and renewable energy to improve livelihoods in five NP’s NAIM for GEF6, and; 2.2 Strengthened local governance in the five priority NP’s NAIM 2.1. Community organizations and civil society improve their organizational skills and technical knowledge from training and knowledge management.

During four years of implementation, the project will support about **71 community initiatives** and at least **two strategic projects** to strengthen communities and organizations through implementation of technical, scientific, and training projects as well as knowledge management in three ecoregions, including five NP-NAIM: Kaa-Iya, El Palmar, Serranía del Iñao, San Matías, and Otuquis. These initiatives will improve conservation measures and sustainable use of biodiversity both in the zones of influence and within each PA. Beneficiary communities will be selected with the support of the National Steering Committee. The project will be implemented by UNDP and executed by UNOPS through the existing mechanism of the GEF Small Grants Program, including the approval of each initiative by the SGP National Steering Committee and proper follow-up and monitoring to be provided under the leadership of the SGP Upgrading Country Program Coordinator.

### **2. Purpose and Scope of Assignment**

The Project Management Support - Advisor 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 Project Management Support - Advisor considers useful for this evidence-based evaluation. The Project Management Support - Advisor 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

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Indicators/Tracking Tools that must be completed before the TE field mission begins.

The Project Management Support - Advisor 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: Servicio Nacional de Áreas Protegidas (SERNAP), Comité Directivo Nacional (CDN); Oficina de Campo del PNUD; 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, etc. Additionally, the Project Management Support - Advisor is expected to conduct field missions to (locations), including the following project sites (list). La TE sera efectuada de manera virtual en atención a las restricciones sanitarias emergentes del COVID 19 que impiden efectuar viajes dentro el país.

The specific design and methodology for the TE should emerge from consultations between the Project Management Support - Advisor 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 Project Management Support - Advisor 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 Project Management Support - Advisor.

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.

The Project Management Support - Advisor will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The Project Management Support - Advisor will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects.

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.

### **3. Monitoring and Progress Controls**

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can improve the sustainability of the benefits of this project and assist in the overall improvement of UNDP programming. The TE report promotes accountability and transparency and assesses the scope of project achievements.

The TE is a mandatory evaluation of the GEF and must be performed by an external Consultant prior to the conclusion or effective closure of the Project. Said evaluation was planned in advance and is scheduled to take place in November of this year.

The TE is part of the Country Office Evaluation Plan, which has been designed to report the contribution levels of the projects to the expected results in the Country Program, in which the Project contributes to the achievement of Output 2.2. Sustainable livelihoods implemented by selected local communities (within the

portfolio of programs) living in fragile ecosystems. (Indicator: 2.2.1. Number of productive community organizations, living in the buffer zones of natural parks or on original indigenous lands, implementing productive projects that support conservation and biodiversity.) Linked to Outcome 2 of the UNDAF and Effect 1 of the Strategic Plan. Likewise, the TE will serve as input to report to the corporate Strategic Plan Integrated Results and Resources Framework (IRRF).

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

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

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

The Project Management Support – Advisor is responsible for the below mentioned findings which will be delivered in the Findings Section of the TE Report. 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

#### i. 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

#### ii. 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)

#### iii. 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 Project Management Support - Advisor 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 Project Management Support - Advisor 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 *FSP OP6 Bolivia***

Monitoring & Evaluation (M&E)	Rating <sup>1</sup>
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	

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)

Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

The total duration of the TE will be approximately 20 *working days* over a time period of 13 weeks starting on 2 October. The tentative TE timeframe is as follows:

Timeframe	Activity
20 September 2020	Application closes
By 1 October 2020	Selection of Project Management Support - Advisor
2- 28 OCTUBRE/20	Preparation period for Project Management Support - Advisor (handover of documentation)
3 days (recommended 2-4) 30 OCT - 1/NOV	Document review and preparation of TE Inception Report
(3-4/NOV) 2 days	Finalization and Validation of TE Inception Report; latest start of TE mission
5-15/NOV) 10 days (recommended 7-15)	Stakeholder meetings, interviews, etc.
16-17 NOV	Wrap-up meeting & presentation of initial findings;
(20/NOV) 5 days (recommended 5-10)	Preparation of draft TE report
(7/DIC)	Circulation of draft TE report for comments
(14/DIC)	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
(18/DIC)	Preparation and Issuance of Management Response
	Concluding Stakeholder Workshop (optional)
21 December 2020	Expected date of full TE completion

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

## TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	Project Management Support - Advisor clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: (13/NOV)	Project Management Support - Advisor submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: (30/NOV)	Project Management Support - Advisor presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report ( <i>using guidelines on report content in ToR Annex C</i> ) with annexes	Within 3 weeks of end of TE mission: (15/DIC)	Project Management Support - Advisor 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 <i>template in ToR Annex H</i> )	Within 1 week of receiving comments on draft report: (18/DIC)	Project Management Support - Advisor 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.<sup>2</sup>

#### 4. Qualifications and Experience

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

##### a. Education

- Master's degree in the areas of environment and sustainable development, or other closely related field

##### b. Work Experience

- Minimum 7 years' experience in environmental management, sustainable development or a related field
- Knowledge of and experience with UNDP and/or GEF projects is required
- Experience with the GEF Small Grants Programme is an advantage
- Experience with results-based monitoring and evaluation methodologies
- Demonstrated understanding of issues related to Gender and Biodiversity Conservation, Climate Change and Land Degradation is an asset
- Fluency in English, spoken and written

<sup>2</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

**c. Key Competencies**


Develops and implements sustainable business strategies, thinks long term and externally in order to positively shape the organization. Anticipates and perceives the impact and implications of future decisions and activities on other parts of the organization.



Treats all individuals with respect; responds sensitively to differences and encourages others to do the same. Upholds organizational and ethical norms. Maintains high standards of trustworthiness. Role model for diversity and inclusion.



Acts as a positive role model contributing to the team spirit. Collaborates and supports the development of others. **For people managers only:** Acts as positive leadership role model, motivates, directs and inspires others to succeed, utilising appropriate leadership styles



Demonstrates understanding of the impact of own role on all partners and always puts the end beneficiary first. Builds and maintains strong external relationships and is a competent partner for others (if relevant to the role).



Efficiently establishes an appropriate course of action for self and/or others to accomplish a goal. Actions lead to total task accomplishment through concern for quality in all areas. Sees opportunities and takes the initiative to act on them. Understands that responsible use of resources maximizes our impact on our beneficiaries.



Open to change and flexible in a fast paced environment. Effectively adapts own approach to suit changing circumstances or requirements. Reflects on experiences and modifies own behaviour. Performance is consistent, even under pressure. Always pursues continuous improvements.



Evaluates data and courses of action to reach logical, pragmatic decisions. Takes an unbiased, rational approach with calculated risks. Applies innovation and creativity to problem-solving.



Expresses ideas or facts in a clear, concise and open manner. Communication indicates a consideration for the feelings and needs of others. Actively listens and proactively shares knowledge. Handles conflict effectively, by overcoming differences of opinion and finding common ground.

Project Authority (Name/Title): Kirk Bayabos Head of Cluster		Contract holder (Name/Title):	
Signature	<i>Kirk Bayabos</i>	Date	29 Oct 2020
Signature		Date	