

# Strengthening Biodiversity and Ecosystems Management and Climate-Smart Landscapes in the Mid to Lower Zambezi Region of Zimbabwe

## Terms of Reference National Consultant Mid Term Review

<b>Services Required:</b>	Consultant to carry out local consultations with communities and other stakeholders and support the drafting of the MTR Report
<b>Project Title:</b>	<b><i>Strengthening Biodiversity and Ecosystems Management and Climate-Smart Landscapes in the Mid to Lower Zambezi Region of Zimbabwe</i></b>
<b>Duty Station:</b>	Harare and travel to the Zambezi Valley
<b>Post Title</b>	Local Consultant
<b>Languages Required :</b>	English and Shona
<b>Starting Date :</b>	May 2021
<b>End date</b>	July 2020
<b>Duration of assignment:</b>	Estimated 20 working days

## BACKGROUND

### A. Project Title

#### **Strengthening Biodiversity and Ecosystems Management and Climate-Smart Landscapes in the Mid to Lower Zambezi Region of Zimbabwe**

### B. Project Description

This is the Terms of Reference for the UNDP-GEF Midterm Review (MTR) of the full or medium-sized project titled *Strengthening Biodiversity and Ecosystems Management and Climate-Smart Landscapes in the Mid to Lower Zambezi Region of Zimbabwe* (PIMS-5693) implemented through the UNDP/ Ministry of Environment, Climate, Tourism and Hospitality Industry (MECTHI), which is to be undertaken in 2021. The project started on the 7 August 2018 and is in its third year of implementation. This ToR sets out the expectations for this MTR. The MTR process must follow the guidance outlined in the document [Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects](http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20 EN 2014.pdf) ([http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance\\_Midterm%20Review%20 EN 2014.pdf](http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20 EN 2014.pdf))

The Government of Zimbabwe, through the Ministry of Environment, Climate, Tourism and Hospitality Industry (MECTHI), in partnership with the UNDP is implementing a 6-year GEF funded project entitled “Strengthening Biodiversity and Ecosystems Management and Climate-Smart Landscapes in the Mid to Lower Zambezi Region of Zimbabwe.” The project is implemented under a National Implementation Modality (NIM) where MECTHI is the Implementing Partner. This is a child project being implemented under a global parent programme entitled “Global Partnership on Wildlife Conservation and Crime Prevention for Sustainable Development.” The project seeks to address multiple threats to biodiversity and sustainable community development in the Lower Zambezi which include poaching and associated wildlife trade, retaliatory killing of wildlife, deforestation and associated land degradation due to unsustainable agriculture and firewood consumption, and uncontrolled veld fires. The Zimbabwe project is therefore a multifocal area project whose objective is to promote an integrated landscape approach to managing wildlife resources, carbon and ecosystem services in the face of climate change in the protected areas and communal lands of the Mid to Lower Zambezi Regions of Zimbabwe. The project has 4 components namely: Component 1. Strengthening capacity and governance frameworks for integrated wildlife and woodland management and wildlife/forest crime enforcement in Zimbabwe; Component 2. Strengthening Zimbabwe's PA estate and CAMPFIRE Wildlife Conservancies in areas of global BD significance; Component 3. Mainstreaming BD and ES management, and climate change mitigation, into the wider landscape; and Component 4. Knowledge Management, M&E and Gender Mainstreaming; There are four corresponding outcomes namely: Outcome 1. Increased national capacity for IWT control and integrated wildlife and woodland; Outcome 2. Improved capacity of PA network and CAMPFIRE Wildlife Conservancies to protect globally significant biodiversity of the mid-lower Zambezi region over a total area of 1,616,900 ha; Outcome 3. Increased area under sustainable management and increased benefits for local communities from CBWM, SFM and SLM in established CWCs; and Outcome 4. Lessons learned by the project through participatory M&E and gender mainstreaming are used nationally and internationally.

The project is being implemented in Muzarabani, Mbire and Hurungwe Districts as well as Mana Pools National Park, and Chewore, Sapi, Hurungwe, Dande, Charara and Doma Safari Areas. The total allocated resources for this project is USD 12,025,964. In addition, in-kind co-financing is USD 45,411,000 from the Government of Zimbabwe, Private sector and NGO partners.

The World Health Organization (WHO) declared COVID-19 as a global pandemic on 11th March 2020 as the new coronavirus rapidly spread to all the world. The Zimbabwe government declared the COVID-19 crisis a “national disaster” on 27 March 2020 and began a nationwide lockdown on March 30. The lockdown was later eased but extended indefinitely on 16 May 2020. As of 15 March 2021, there were 36,504 confirmed cases of Covid-19 in Zimbabwe, of which 1,504 were fatalities and 34,051 persons recovered. Covid-19 has spread in all the country's 10 provinces and cities across Zimbabwe. The country has implemented social restrictions including two national lockdowns (30 March 2020 and 5 January 2021) to reduce the spread of the virus. The COVID-19 pandemic has affected the implementation of

the project. Most of the project activities, especially those involving gathering groups of people, were postponed or cancelled altogether due to the country-wide lockdown and subsequent movement restrictions that followed. In addition, the project had to revise the annual work plan to respond to the COVID-19 Pandemic. The project had to channel resources towards more patrols as they were reports of increased incursions by poachers in the protected area. Based on the assessment, some work can continue on-schedule, while some might be deferred and likely to delay and some may need readjustment to adapt to the new normal.

UNDP Zimbabwe country office seeks the services of a National Consultant to partner with an International consultant to conduct the project mid-term evaluation. The International Consultant will serve as the team leader and the National Consultant as the local technical and stakeholder engagement expert. The National Consultant will also act as a focal point for coordinating and working with relevant stakeholders in Zimbabwe.

### C. MTR Purpose

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

Further to this as the project is being implemented during COVID-19, the MTR will assess how the context has changed as a result of covid and how the project has been impacted and how the strategy can incorporate the COVID-19 risks going forward. The MTR will also look at any project interventions that have contributed directly or indirectly to government's effort of COVID-19 recovery both at the national level and project sites.

## DUTIES AND RESPONSIBILITIES

### D. MTR Approach & Methodology

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

The MTR team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP), the Project Document, project reports including annual PIRs, project budget revisions, national strategic and legal documents, and any other materials that the team considers useful for this evidence based review. The MTR team will review the baseline GEF focal area Core Indicators/Tracking Tools submitted to the GEF at CEO endorsement, and the midterm GEF focal area Core Indicators/Tracking Tools that must be completed before the MTR field mission begins.

The MTR team is expected to follow a collaborative and participatory approach<sup>1</sup> ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office, the Nature, Climate and Energy (NCE) Regional Technical Advisor, direct beneficiaries, and other key stakeholders.

Engagement of stakeholders is vital to a successful MTR<sup>2</sup>. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to the project Implementing Partner (MECTHI) and Responsible Partners Forestry Commission (FC); CAMPFIRE Association; Environmental Management Agency (EMA); and Zimbabwe Parks and Wildlife Management Authority (ZPWMA) and the CSO partners; the participating Rural District Councils; the senior beneficiary Ministry of Local Government, the Project Board and Technical Working Group, and Private Sector; project stakeholders, academia, and CBOs, other development partners etc. Additionally, the MTR team may require conducting field missions to the project area in Mid to Lower Zambezi Valley, if it is determined safe to do so.

In response to Covid 19, Zimbabwe closed its borders (air and land) to all human traffic except for returning nationals, with the result that tourism activities in the country almost completely stopped. Although the restrictions were eased in March 2021. The Zimbabwe government continues to monitor the situation and may reimpose the restriction if cases begin to rise again. If it is not possible to travel to or within the country for the MTR mission then the MTR team might need to develop a methodology that takes this into account the conduct of the MTR remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. This should be detailed in the MTR Inception Report and agreed with the Commissioning Unit

If all or part of the MTR is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

These limitations must be reflected in the final MTR report.

A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the MTR schedule. Equally, qualified and independent national consultants will be hired to undertake the interviews in-country as long as it is safe to do so, and applying UNDP's Duty of Care guidelines.

The specific design and methodology for the MTR should emerge from consultations between the MTR team and the above-mentioned parties regarding what is appropriate and feasible for meeting the MTR purpose and objectives and answering the evaluation

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

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

questions, given limitations of budget, time and data. Considering the COVID-19 situation, the MTR team should consider flexibility in using technologies and tools to effectively engage stakeholder virtually. The MTR 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 MTR report.

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

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

#### E. Detailed Scope of the MTR

The MTR team will assess the following four categories of project progress.

##### 1. Project Strategy

###### Project Design:

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

###### Results Framework/Logframe:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable,

Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.

- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's and youth empowerment, improved governance, inclusive growth, etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.
- Examine if the Log frame elements needed to be adjusted in light of the COVID-19 situation

## 2. Progress Towards Results

- Review the logframe indicators against progress made towards the end-of-project targets; populate the Progress Towards Results Matrix, as described in the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for the project objective and each outcome; make recommendations from the areas marked as "not on target to be achieved" (red).
- Compare and analyse the GEF Tracking Tool/Core Indicators at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.
- Examine how COVID-19 has affected progress towards results

## 3. Project Implementation and Adaptive Management

### Management Arrangements

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

- Do the Executing Agency/Implementing Partner and/or UNDP and other partners have the capacity to deliver benefits to or involve women? If yes, how?
- What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?
- What is the gender balance of the Project Board and the Technical Committee? What steps have been taken to ensure gender balance in the Project Board and the Technical Committee?

#### Work Planning

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Have there been any project planning issues and implementation delays caused by COVID-19
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

#### Finance and co-finance

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions. Review the extent to which such revisions have been influenced by Covid 19.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out by the Commissioning Unit and project team, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Sources of Co-financing	Name of Co-financer	Type of Co-financing	Co-financing amount confirmed at CEO Endorsement (US\$)	Actual Amount Contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount
Recipient Government	MECTHI, ZPWMA, FC, EMA, CAMPFIRE	In-kind	40,100,000		



CSOs	AWF, Zambezi Society, Takashinga Initiative, WWF	In-kind	2,540,000		
Private Sector	Kariba REDD+ Project Tree Eco Ltd., HKK Safaris, McCallum Safaris, Nzou Safaris	In-kind	2,771,000		
GEF Agency	UNDP	Grants	2,000,000		
		<b>TOTAL</b>	<b>47,411,000</b>		

Include the separate GEF Co-Financing template (filled out by the Commissioning Unit and project team) which categorizes co-financing amounts by source as 'investment mobilized' or 'recurrent expenditures.' (This template will be annexed as a separate file)

- Examine the extent to which co-finance materialisation had been, or may be affected by Covid 19?

#### Project-level monitoring and evaluation systems

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?
- Review the extent to which relevant gender issues were incorporated in monitoring systems. See Annex 9 of *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.
- Review the extent to which project M&E has been affected by Covid 19 and the measure in place to effectively monitor and evaluate the project.

#### Stakeholder Engagement

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?



- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?
- How does the project engage women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls and boys? Identify, if possible, legal, cultural, or religious constraints on women's participation in the project. What can the project do to enhance its gender benefits?
- How has the stakeholder engagement plan been affected by Covid 19? Review plans in place to sustain stakeholder engagement.

#### Social and Environmental Standards (Safeguards)

- Validate the risks identified in the project's most current SESP, and those risks' ratings; are any revisions needed?
- Summarize and assess the revisions made since CEO Endorsement/Approval (if any) to:
  - The project's overall safeguards risk categorization.
  - The identified types of risks<sup>3</sup> (in the SESP).
  - The individual risk ratings (in the SESP).
- Describe and assess progress made in the implementation of the project's social and environmental management measures as outlined in the SESP submitted at CEO Endorsement/Approval (and prepared during implementation, if any), including any revisions to those measures. Such management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project's design; refer to Question 6 in the SESP template for a summary of the identified management measures.

A given project should be assessed against the version of UNDP's safeguards policy that was in effect at the time of the project's approval.

#### Reporting

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

#### Communications & Knowledge Management

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there

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<sup>3</sup> Risks are to be labelled with both the UNDP SES Principles and Standards, and the GEF's "types of risks and potential impacts": Climate Change and Disaster; Disadvantaged or Vulnerable Individuals or Groups; Disability Inclusion; Adverse Gender-Related impact, including Gender-based Violence and Sexual Exploitation; Biodiversity Conservation and the Sustainable Management of Living Natural Resources; Restrictions on Land Use and Involuntary Resettlement; Indigenous Peoples; Cultural Heritage; Resource Efficiency and Pollution Prevention; Labor and Working Conditions; Community Health, Safety and Security.

feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?

- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?); Review how Covid-19 has affected project communication and knowledge management; and the mechanisms in place to sustain the effectiveness of the strategy.
  - For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.
  - List knowledge activities/products developed (based on knowledge management approach approved at CEO Endorsement/Approval).
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#### 4. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Register are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

##### Financial risks to sustainability:

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

##### Socio-economic risks to sustainability:

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

##### Institutional Framework and Governance risks to sustainability:

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

#### Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?
- How has Covid 19 posed risks that may jeopardise project implementation and sustenance of the project?

### *Conclusions & Recommendations*

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

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

An international evaluation consultant has been contracted to carry out mid-term review. In order to conduct a comprehensive MTR review process, consultations with stakeholders, local communities and indigenous peoples are essential. As limitations on cross-border travel due to the global COVID-19 pandemic are likely to continue, it is necessarily to contract the services of a suitably qualified and experienced national consultant.

### *F. Scope of work*

UNDP is seeking the service of a local consultant with experience on community engagement and consultations to carry out a range of field consultations as defined by the UNDP Country Office and guided by the International Consultant.

### **Expected Outputs and Deliverables:**

The consultant will be responsible for the following outputs and related activities:

- Contributing to the design and preparation for local stakeholder and field consultations;
- Travel to project area over a period of 7-15 days;
- Production of a report collating the findings, along with photographs, audio recording where appropriate, and contact lists of those consulted
- Assist in the development of the mid-term report as requested;

- Any other duties as necessary for the satisfactory completion of the consultations as directed by UNDP Zimbabwe or the MTR lead consultant.

### **Institutional Arrangement:**

The consultant will work under the guidance of the International MTR consultant and the Team Leader, PRECC Unit. UNDP Travel to the project area will be facilitated by the UNDP Country Office.

### **Duration of the Work:**

The assignment is expected to take about 20 working days, and the work must be completed by end of June 2021.

### **G. Competencies:**

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission and strategic goals of the UN;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism;

### **Expertise & Qualifications of the Successful Individual Contractor:**

#### **Education**

- Master's degree or above in social sciences, development, community engagement or a closely related field;

#### **Experience**

- At least five years of experience related to community engagement, social and environmental issues in the development context; previous experience in supporting UNDP will be an added advantage;
- Knowledge of human rights, gender equality and women's empowerment.
- Demonstrated knowledge of rural populations, rural livelihoods, natural resource management and conservation in Zimbabwe;
- Demonstrated ability to write in English;
- Demonstrated community consultation and research experience.
- Excellent communication and organisational abilities;
- A strong awareness of and adherence to national policy and international best practices to reduce transmission risk of COVID-19;

- Experience working with indigenous peoples preferred;
- Knowledge of Free, Prior and Informed Consent preferred.

### Language

- Fluency in English is required, and knowledge of Shona and other languages spoken in the project area preferred.

### H. Ethics

The MTR team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This MTR will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The MTR team 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 MTR team must also ensure security of collected information before and after the MTR and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information, knowledge and data gathered in the MTR process must also be solely used for the MTR and not for other uses without the express authorization of UNDP and partners.

### I. Payment of Milestones and Authority

The consultant must send a financial offer based on a Daily Fee. The consultant shall quote an all-inclusive Daily Fee for the contract period. The term "all-inclusive" implies that all costs (professional fees, communications, consumables, etc.) that could be incurred by the IC in completing the assignment are already factored into the daily fee submitted in the proposal.

Payments will be made based on the agreed financial proposal (contract is based on daily fee) and released upon submission of a certificate of payment request, indicating deliverables achieved and days worked to be verified and cleared for payment by the supervisor.

The qualified consultant shall receive his/her lump sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

- 20% payment upon satisfactory delivery of the final MTR Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft MTR report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final MTR 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%
- The final MTR report includes all requirements outlined in the MTR TOR and is in accordance with the MTR guidance.
- The final MTR report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other MTR reports).
- The Audit Trail includes responses to and justification for each comment listed.

The Commissioning Unit will also consult with the MTR Lead Consultant on the quality of deliverables before final approval for payment for each deliverable.

#### J. How to Apply

Submission must be online following the instruction given on the website

Please submit the following to demonstrate your interest and qualifications. Please note that all the documents below must be submitted as one PDF file.

- P11 (required), indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references;
- Personal CV (optional)
- Duly accomplished Letter of Confirmation of Interest and Availability using the template provided [see link further down];
- Technical Proposal demonstrating full understanding of the TORs, approach and methodology to the task and workplan;
- Financial proposal (All-inclusive daily fee): Interested individuals are kindly requested to submit an all-inclusive daily consultancy fee;
- Travel: All envisaged international travel costs must be included in the financial proposal in a separate line, and there should be a separate line for the anticipated cost of in-land travel

#### Application Evaluation Process:

Individual consultants will be evaluated based on the Cumulative Analysis methodology [weighted scoring method], where the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

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

Technical Criteria weight; [70%].

Financial Criteria weight; [30%].

Only Individual Consultants obtaining a minimum of 70% of the obtainable 100 points in technical evaluation would be considered for the Financial Evaluation.

**Technical Evaluation Criteria:**

- Adequacy of Profile and Technical Proposal (Max 100 points)

General Conditions of Contract for the ICs:





<http://www.undp.org/content/dam/undp/documents/procurement/documents/IC%20-%20General%20Conditions.pdf>

UNDP Personal History form (P11) required of all applicants:

[http://www.undp.org/content/dam/undp/library/corporate/Careers/P11\\_Personal\\_history\\_form.doc](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)

Letter of Confirmation of Interest and Availability

[https://www.dropbox.com/s/789q1hvdrdgwqgc/PPG\\_Cons\\_Letter%20of%20Interest%20and%20Availability.docx?dl=0](https://www.dropbox.com/s/789q1hvdrdgwqgc/PPG_Cons_Letter%20of%20Interest%20and%20Availability.docx?dl=0)

	<b>Signature/Date</b>
Compiled by: Chipangura Chirara, Project Manager	 29-Apr-2021
Reviewed by: Anne Madzara, Head of Unit, PRECC	 29-Apr-2021
Reviewed by: Blessing Muchemwa, CO M&E Specialist	 29-Apr-2021
Approved by Madelena Monoja, Deputy Resident Representative	 30-Apr-2021