



Terminal Evaluation Terms of Reference

This is an adjusted standard terms of reference for Terminal Evaluations of UNDP-supported GEF/LDCF/SCCF-financed projects taking into account the impact of COVID-19 on evaluations, including consideration for COVID-19 situation assessment within countries, impact and restrictions on evaluations, alternative approaches, methodologies and considerations to mitigate the impact of COVID19 on evaluations.

Underlying this guidance is a principle of “do no harm”, and a consideration that the safety of staff, consultants, stakeholders and communities is paramount and the primary concern of all when planning and implementing evaluations during the COVID-19 crisis.

Location: Home-based

Application Deadline: 11 January 2021

Type of Contract: Individual Consultant

Assignment Type: Terminal evaluator for UNDP-supported GEF-finance project

Languages Required: English

Starting Date: 15 January 2021

Duration of Initial Contract: up to 4 months

Expected Duration of Assignment: up to 4 months

BACKGROUND

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 titled “**Establishing Albania’s Environmental Information Management and Monitoring System Aligned with the Global Reporting**” (PIMS #5308) implemented through the *UNDP Albania CO/Ministry of Tourism and Environment*. The project started on the 13 November 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’ [Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects](#)

2. Project Description

This project is designed to strengthen capacity for environmental monitoring and information management in Albania by establishing an operational environmental information management and monitoring system (EIMMS) with a focus on the MEAs of biodiversity, climate change and land degradation.

The project will address the need for an environmental monitoring system that is integrated throughout relevant government institutions and that uses international monitoring standards for indicator development, data collection, analysis, and policymaking. It will also build on existing technical and institutional capacity in Albania to align its management and monitoring efforts with global monitoring and reporting priorities. Increased capacity in this area will improve reporting to the Rio Conventions for sustainable development through better-informed environmental policy.

The project will aim at: (i) Development of the EIMMS to enable integration of global environment commitments into planning and monitoring processes. (ii) Development and application of uniform indicators encompassing UNFCCC, CBD and CCD concerns and global environmental threats, and (iii) Stakeholder's capacity for information management of key global environment data and utilization is enhanced at national and local level.

Lessons learned from the project are the Diffusion, Uptake of Knowledge and Ownership on establishing an Environmental Information and Management System. Given the attempts with previous digitized information systems, that had failed or lagged use, the establishment of the Technical Working Group (TWG) with members from the government, agencies, projects with similar aims and interested stakeholders was vital in diffusing the information, up-taking of knowledge, involvement and most important the ownership of the system by the government counterparty. This was materialized with the EIMMS system and its endorsement from the National Environmental Agency.

It is to be noted that the Government of Albania was under State of Emergency from the November 26th, 2019 earthquake of 6.4 Richter magnitude that hit central and west Albania until 23rd of June 2020 given the COVID-19 pandemic.

A set of mitigation measures including lockdowns, curfews, travel bans etc. were applied and some continue to be in place resulting in some delays in project activity implementation. To cope with the Covid-19 situation, from March 2020 and ongoing, the project has been working through online system (virtual meetings) to conduct coordination discussions with UNDP Albania, the Implementing Partner (Ministry of Tourism and Environment) and other relevant partners.

3. 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 TE process must follow a collaborative and participatory approach ensuring close engagement with key participants including the Commissioning Unit (usually the UNDP Country Office), RTAs, Regional M&E

Advisors, Country Office M&E Focal Points and Programme Officers, Government counterparts including the Ministry of Tourism and Environment, and other key stakeholders. Ideally, the TE should occur during the last few months of project activities, allowing the TE consultant to proceed while the Project Team is still in place, yet ensuring the project is close enough to completion for the evaluation expert to reach conclusions on key aspects such as project sustainability.

The COVID pandemic has affected the project implementation due to several measures and restrictions imposed in the country. Albania was under State of Emergency from the November 26th, 2019 Earthquake of 6.4 Richter magnitude that hit central and west Albania until 23rd of June 2020 given the multiplied impact of COVID-19 pandemic.

Since March 9, 2020, where measures on Covid-19 have started in Albania, a set of mitigation measures including lockdowns, curfews, travel bans were applied, and some continue to be in place amid the rise of the number of cases of Covid-19 in Albania.

They have affected the project implementation resulting in delays due to delays in government counterparts providing feedback and input for the development of studies; approval of studies, due to home confinement. Difficulty/inability in reaching out to stakeholders to acquire information and data for the preparation of studies and their participation in awareness raising activities, workshops, meetings, etc.

On Monday, July 13th, 2020, a Virtual Steering Committee took place, where the Steering Committee members were updated on the project's recent development and continuous work plan.

A no-cost project extension of 3 months to mitigate and conclude the project given the implementation delays from the Covid-19 pandemic and November 26th, 2019 earthquake of 6.4 Richter magnitude was requested and approved.

Hence, most of the activities planned for Q2 of the year 2020 were moved to Q3 and Q4. In Q4, some activities in the field were implemented with a small group of a maximum of 10 people by practicing physical distancing, and some activities that were supposed to be attended by participants from various places were adjusted through virtual options.

DUTIES AND RESPONSIBILITIES

4. TE Approach & Methodology

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

The TE consultant 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 APRs, project budget revisions, national strategic and legal documents, and any other materials that the expert considers useful for this evidence-based evaluation.

The TE consultant is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts, Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisors, 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, etc.

Additionally, the TE mission for the international consultant may not be possible due to the Covid-19 situation in Albania. For this, virtual tools will be used to conduct the interviews.

Project Partner
<ul style="list-style-type: none"> • Project Coordinator
<ul style="list-style-type: none"> • UNDP Country Office Programme Officer
<ul style="list-style-type: none"> • Ministry of Tourism and Environment
<ul style="list-style-type: none"> • National Environmental Agency
<ul style="list-style-type: none"> • National Agency of Protected Areas
<ul style="list-style-type: none"> • Agency for Parks and Recreation- Tirana Municipality
<ul style="list-style-type: none"> • University of Tirana- Faculty of Natural Sciences
<ul style="list-style-type: none"> • Polytechnic University of Tirana- Department of Environmental Engineering

The specific design and methodology for the TE should emerge from consultations between the TE consultant 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 consultant 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 and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the TE consultant.

The final TE report should 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.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world.

UNDP cannot be liable for anything that may result to the international consultant that is COVID related, be it health wise, time in quarantine, change in flights, etc.

The TE consultant should develop a methodology that takes this into account and conduct the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires.

This should be detailed in the TE Inception Report and agreed with the Commissioning Unit. The TE is to be carried out virtually and 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. These limitations must be reflected in the final TE report.

Given that the data collection/field mission is not possible due to Covid-19, the remote interviews will be undertaken through online means (skype, zoom etc.).

No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

5. 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 [Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects](#).

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

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental 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

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

iv. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE consultant 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 consultant 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 include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown in the ToR Annex F.

6. Expected Outputs and Deliverables

The TE consultant shall prepare and submit:

- TE Inception Report: TE consultant clarifies objectives and methods of the TE no later than 2 weeks before the TE assessment. TE consultant submits the Inception Report to the Commissioning Unit and project management. Approximate due date: 01 February 2021.
- Presentation: TE consultant presents initial findings to project management and the Commissioning Unit at the end of the TE assessment. Approximate due date: 15 February 2021.
- Draft TE Report: TE consultant submits full draft report with annexes within 3 weeks of the end of the TE assessment. Approximate due date: 10 March 2021
- Final TE Report* and Audit Trail: TE consultant submits revised report, with Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report, to the Commissioning Unit within 1 week of receiving UNDP comments on draft. Approximate due date: 19 March 2021.

*The final TE report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

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.¹

7. TE Arrangements

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

The Commissioning Unit will contract the consultant. The Project Team will be responsible for liaising with the TE consultant to provide all relevant documents and set up stakeholder interviews.

Due to the COVID-19, the Commissioning Unit and Project Team will support the implementation of remote/ virtual meetings. An updated stakeholder list with contact details will be provided by the Commissioning Unit to the TE consultant.

8. Duration of the Work

¹ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

The total duration of the TE will be approximately *25 working days* over a time period of *(10 weeks)* starting *15 January 2021* and shall not exceed four months from when the TE consultant is hired. The tentative TE timeframe is as follows:

- *11.01.2021*: Application closes
- *15.01.2021*: Selection of TE consultant
- *22.01.2021*: Prep the TE consultant (handover of project documents)
- *01.02.2021*: *02* days (recommended 2-4): Document review and preparing TE Inception Report
- *05.02.2021*: *01* day: Finalization and Validation of TE Inception Report- latest start of TE assessment
- *From 08 February 2021 to February 17 2021*: *7* days (r: 7-15): TE assessment: virtual stakeholder meetings, interviews.
- *February 19, 2021*: Assessment wrap-up meeting & presentation of initial findings- earliest end of TE assessment
- *March 1, 2021*: *5* days (r: 5-10): Preparation of draft TE report
- *March 8, 2021*: Circulation of draft TE report for comments
- *March 10, 2021*: *1* day (r: 1-2): Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
- *March 15, 2021*: Preparation & Issue of Management Response
- *March 17, 2021*: (optional) Concluding Virtual Stakeholder Workshop
- *March 19, 2021*: Expected date of full TE completion

The expected start date of contract is *15.01.2021*

9. Duty Station

Travel:

- International travel will not be possible given the current situation with the COVID-19 pandemic and travel restriction imposed by number of countries in the region and globally;
- In case of travel, the BSAFE course must be successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under: <https://dss.un.org/dssweb/>
- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

REQUIRED SKILLS AND EXPERIENCE

10. TE consultant Composition and Required Qualifications

One independent evaluator will conduct the TE –with experience and exposure to projects and evaluations in other regions. The evaluator will be responsible for the overall design and writing of the TE report, etc. assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, develop communication with stakeholders who will be interviewed, and work with the Project Team in developing the TE workplan.

The evaluator 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.

Due to the ongoing COVID19 pandemic travel restrictions, the International Consultant will operate remotely using tools to conduct virtual interviews and consultations.

International evaluator:

Education

- Master’s degree in *environmental studies, environmental conservation, natural sciences, natural resources, sustainable development, social sciences, 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 *Biodiversity, Climate Change and Land Degradation/Environment*.
- Experience in evaluating projects;
- Experience working in *the Region and/or Albania*.
- Experience in relevant technical areas for at least *7 years*;
- Demonstrated understanding of issues related to gender and *Biodiversity, Climate Change and Land Degradation*, 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.

11. Evaluator Ethics

The TE consultant 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.

12. 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%

- 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 MTR reports).
- The Audit Trail includes responses to and justification for each comment listed.

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the TE, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

APPLICATION PROCESS

Applicants are requested to send in their offer by January 11th 2021. Individual consultants are invited to submit applications for this position.

Scope of Price Proposal and Schedule of Payments

Financial Proposal:

- Financial proposals must be “all inclusive” and expressed in a lump-sum for the total duration of the contract. The term “all inclusive” implies all cost (professional fees, travel costs, living allowances etc.);
- The lump sum is fixed regardless of changes in the cost components.

13. Recommended Presentation of Proposal

- a) **Letter of Confirmation of Interest and Availability** using the [template](#) provided by UNDP;

- b) **CV** and a **Personal History Form** ([P11 form](#));
- c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc.), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted indicating the following reference “Consultant for Terminal Evaluation of *(Establishing Albania’s Environmental Information Management and Monitoring System Aligned with the Global Reporting)*” by email at the following address ONLY: procurement.al@undp.org by 16.00 CET on 11.01.2021. Incomplete applications will be excluded from further consideration.

14. Criteria for Selection of the Best Offer

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.

15. Annexes to the TE ToR

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE consultant
- 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 and TE Ratings Table
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail template

ToR Annex A: Project Logical/Results Framework

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
Long-term goal: Establishing Albania's Environmental Management and Monitoring System Aligned with Global Environmental Reporting					
<p>Project objectives:</p> <p>A. To improve institutional and technical capacities to meet and sustain Rio Convention objectives and those of other MEAs</p>	<p>Outcome indicators:</p> <ul style="list-style-type: none"> ▪ Degree to which the national environmental information portal has been harmonized and enhanced using existing data sources to address global environmental conventions needs ▪ Extent to which key global caliber environmental indicators are set at the national level and associated baseline information is recorded. ▪ Amount by which stakeholders' capacity for information management and utilization for global environmental 	<ul style="list-style-type: none"> ▪ The existing national environmental portal is not yet a useful tool for policymaking and reporting to Rio Conventions. There is a lack of robust data on Protected Areas, Land Degradation and Climate Change to support decision-making and programming. ▪ Global caliber environmental indicators are incomplete and certain indicators lack a standardized methodology for data collection and/or analysis; current indicators do not match current information needs. ▪ Information that is available may not be presented effectively to policymakers and 	<p>By the end of the project:</p> <ul style="list-style-type: none"> ▪ Key government staff in at least 3 offices and Rio Conventions experts from the three conventions use the EIMMS in the course of their official duties ▪ Global caliber environmental indicators and baseline information have been established for all key fields in the protected areas, climate change and land degradation sector. ▪ Use of EIMMS documented in the formulation of at least one report to a Rio Conventions. ▪ Visualization of data used by project partners to raise awareness of at least 2 international and 3 national issues. 	<ul style="list-style-type: none"> ▪ Meeting Minutesⁱ ▪ Structured questionnaires and/or interviews ▪ UNDP quarterly progress reports ▪ Independent midterm and final evaluation reports ▪ Rio Convention national reports and communications ▪ GEF Cross-Cutting Capacity Development Scorecard 	<ul style="list-style-type: none"> ▪ Risk: The long-term financial, operational and technical sustainability of the EIMMS might face threats in the forms of economic or political changes. ▪ Assumption: Government agencies will provide access to priority data and analysis. ▪ Assumption: The project will be executed in a transparent, holistic, adaptive, and collaborative manner ▪ Assumption: Government and nongovernmental project partners will be actively engaged in the project

	reporting needs is enhanced at the national and local level	communities due to a lack of capacity to visualize and present data effectively; opportunities to engage communities in monitoring and awareness-raising are overlooked.			
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	Outcome 1: Harmonization and enhancement of the national environmental information portal using the existing Protected Area database to address global environmental conventions needs
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Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
Output 1.1 Need and resources assessment including on costs to achieve more cost-effective and relevant data collection and maintenance (identification of users and their information needs at the local and national level).	<ul style="list-style-type: none"> ▪ Understanding of key data needs and data gaps at local levels and the national level. 	<ul style="list-style-type: none"> ▪ There is currently a mismatch between data collection and data needs, and data gaps make decision-making on key environmental issues difficult. ▪ Data reporting is not coordinated in a proactive way with reporting to the Rio Conventions ▪ Sub-national government agencies and communities may lack easy access to relevant environmental data ▪ Current monitoring reports and data requirements do not have a consistent value to support planners and decision-makers. 	<ul style="list-style-type: none"> ▪ A survey, including high priority data needs, is completed by the end of Q3 of project implementation and available for use by project partners. ▪ The environmental and information management data needs are identified for Rio Conventions and EEA requirements by the end Q4. ▪ Gender-sensitive recommendations are developed by the end of Q4 of project implementation for community use of data. 	<ul style="list-style-type: none"> ▪ Meeting minutes ▪ Tracking and progress reports ▪ Project technical reports 	<ul style="list-style-type: none"> ▪ Survey respondents contribute their honest attitudes and values ▪ Government partners are amenable to the concept of using data in support of environmental policymaking.

Project Strategy	Objectively verifiable indicators				
	Indicator	Baseline value	Target value and date	Sources of verification	Risks and Assumptions
Output 1.2: Elaboration of environmental information management system with development of standards, meta databases to its effective implementation	<ul style="list-style-type: none"> • Presence of necessary fields for data collection in the protected areas component of the EIMMS • Availability and usage of guidelines on database management (QA/QC, data storage, data protection) • Availability and usage of technical guidance on database administration 	<ul style="list-style-type: none"> ▪ At present there is a mismatch between fields and current needs and reporting obligations ▪ The database has been managed in a short-term, ad hoc way that leaves continuity issues unresolved ▪ Lack of standardized technical guidance that is accepted by a majority of stakeholders. 	<ul style="list-style-type: none"> ▪ By the end of Q8, an external technical review of the database indicates that the necessary fields for data collection are included (and have been added or modified where relevant). ▪ By the end of Q8, an external review indicates that the necessary technical guidance for database use and management has been developed, including guidelines for QA / QC and data storage and protection ▪ At Q8 and Q16, a survey of system users and administrators indicates that they are aware of technical documentation and can provide examples where methodological guidance is followed as a part of their routine job duties. 	<ul style="list-style-type: none"> ▪ Tracking and progress reports ▪ Structured questionnaires and/or interviews ▪ Independent midterm and final evaluation reports ▪ Technical reports and documentation from project experts 	<ul style="list-style-type: none"> ▪ There is sufficient commitment from government staff to maintain the database in the designated manner ▪ There is sufficient willingness on the part of government partners to contribute to an open dialogue on the long-term database storage and protection issues

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
Output 1.3: Development of data and information centers	<ul style="list-style-type: none"> • Operational data and information centers • Degree of replication of data and information centers • Consideration of broadening the use of these centers 	<ul style="list-style-type: none"> ▪ At present there is no unified location for comprehensive data on LD, BD and CC ▪ When environmental data for LD, BD, CC has been collected and analyzed, these results may not be readily accessible to communities to which they are relevant 	<ul style="list-style-type: none"> ▪ By the end of Q12, two information centers are operational and can demonstrate use by project stakeholders ▪ By the end of Q16, database access and use are observed in at least four entities. ▪ By the end of Q16, a report has been produced with recommendations on the feasibility of expanding database access to further sites. 	<ul style="list-style-type: none"> ▪ Meeting minutes ▪ Tracking and progress reports ▪ Analytical framework ▪ Peer review notes ▪ Policy recommendations ▪ Workshop materials and attendance lists ▪ Updated texts 	<ul style="list-style-type: none"> ▪ Existing facilities at the Ministry and in at least one municipality (pilot area) area will remain available for hosting ▪ The portal that is introduced at the centers will be used by project beneficiaries
	Outcome 2: Key global caliber environmental indicators are set at national level and associated baseline information is recorded				

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
Output 2.1: An effective set of environmental monitoring indicators is modified from existing ones or developed	<ul style="list-style-type: none"> ● Adoption of appropriate norms, indicators, and standards for environmental monitoring in the sector of protected areas ● Degree to which improved indicators lead to improved reporting to the Rio Conventions ● Degree to which improved indicators lead to improved environmental monitoring the national level 	<ul style="list-style-type: none"> ▪ Baseline data on Rio Conventions are currently incomplete. ▪ Certain indicators lack standardized methods for data collection and analysis ▪ Experts involved in reporting to Rio Conventions lack information that covers priority areas and is robust. 	<ul style="list-style-type: none"> ▪ By end of Q8, assessment of institutional and legal arrangements including bylaws. ▪ By the end of Q12, dictionary developed including norms, indicators, and/or standards have contributed to reporting for at least 1 Rio Conventions. ▪ By the end of Q16, the dictionary - indicators, and/or standards have been adopted for use in the government's environmental database system more broadly. 	<ul style="list-style-type: none"> ▪ Tracking and progress reports ▪ Database documentation ▪ official journals by Q16 	<ul style="list-style-type: none"> ▪ Best practices and lessons learned from other countries are appropriately used ▪ The government is willing to participate actively in indicator development and use the resulting information

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		

<p>Output 2.2: Baseline information for environmental indicators is compiled</p>	<ul style="list-style-type: none"> • Presence of “learning by doing” activities for data collection and analysis • Collection of baseline data through activities under this output and inclusion of these data in the EIMMS 	<ul style="list-style-type: none"> ▪ Staff at certain government agencies required to submit environmental information lacks expertise in data collection techniques ▪ Data collection efforts are not streamlined, and they may overlap. 	<ul style="list-style-type: none"> ▪ By Q8, baseline data have been collected and analyzed for all or nearly all fields of the database identified in Output 1.2. ▪ By Q12, a synthesis report is finalized and available summarizing “learning by doing” activities on baseline data collection and analysis 	<ul style="list-style-type: none"> ▪ Tracking and progress reports ▪ Training materials for learning by doing exercises ▪ Database review ▪ Structured interviews with participating agencies 	<ul style="list-style-type: none"> ▪ Government agencies will determine clear jurisdiction for data collection by various agencies ▪ Data collection techniques will be maintained once they are learned
<p>Outcome 3: Stakeholders’ capacity for information management (collection processing) and utilization (interpretation and reporting (sharing)) for global environmental reporting needs is enhanced at the national and local level.</p>					

<p>Output 3.1:</p> <p>Training curricula (data management and information management) and regular training modules developed and tested in collaboration with training institutions active in environment. Training of Trainers sessions conducted.</p>	<ul style="list-style-type: none"> • Training module in data and information management • Training of trainers 	<ul style="list-style-type: none"> ▪ The general public in Albania remains generally unaware or unconcerned about the contribution of the Rio Conventions to meeting and satisfying local and national socio-economic priorities ▪ Awareness of Rio Convention mainstreaming is limited, with stakeholders not fully appreciating the value of conserving the global environment. ▪ The general public in Albania is generally aware and concerned about global environmental issues, but behavior is increasingly detached from these values due to increasing socioeconomic pressures and an absence of innovative approaches to comply with existing legislation. 	<ul style="list-style-type: none"> ▪ By the end of Q4, training needs assessments will be complete for both government and nongovernmental institutions. ▪ Curriculum for training developed and available for use by the end of Q8. 	<ul style="list-style-type: none"> ▪ Workshop and dialogue registration lists ▪ Meeting minutes ▪ Tracking and progress reports ▪ Training of trainers workshop registration and reports 	<ul style="list-style-type: none"> ▪ Workshops and dialogues will further enhance support for Rio Convention mainstreaming ▪ Articles published in the popular media will be read and not skipped over ▪ Brochures will be read and the content absorbed ▪ Participation to the public dialogues attracts people that are new to the concept of Rio Convention mainstreaming, as well as detractors. □ Interest in environmental issues can be distinguished from rising interest on Rio Convention mainstreaming
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Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
Output 3.2: Provision of training in data and information management for Ministry staff responsible for monitoring and evaluation and Civil Society Organizations (CSO) representatives	<ul style="list-style-type: none"> • Provision of training to project partner agencies • Provision of training to CSO representatives 	<ul style="list-style-type: none"> ▪ Government agencies responsible for environmental data and information management often lack capacity to carry out these tasks ▪ CSOs may not be aware of certain environmental data that are being collected ▪ Current good practice techniques in data visualization are not used broadly to communicate environmental trends ▪ International good practice is not necessarily used by agencies in environmental data management. 	<ul style="list-style-type: none"> ▪ By the end of Q8, pilot training on information management and monitoring has been provided to stakeholders (taking gender representation into account). ▪ By the end of Q16, additional training that incorporates feedback from participants is provided to project stakeholders (taking gender representation into account). ▪ By the end of Q16, training activities are reported in at least one report or official communication to a Rio Convention or Conventions. 	<ul style="list-style-type: none"> ▪ Training curriculum ▪ Training workshop registration and reports ▪ Tracking and progress reports ▪ Official national level communications to the Rio Conventions 	<ul style="list-style-type: none"> ▪ Government agencies will allocate sufficient time and staff for successful trainings ▪ Rio Convention focal points and expert teams will be willing to include new, topical information in their reporting.

Project Strategy	Objectively verifiable indicators			Sources of verification	Risks and Assumptions
	Indicator	Baseline value	Target value and date		
Output 3.3: Data used to inform reporting, outreach and policymaking	<ul style="list-style-type: none"> Data-driven reports used to brief environmental policymakers Data-driven reports used to inform reporting on the Rio Conventions 	<ul style="list-style-type: none"> There is a mismatch between information collected for environmental reporting and the information needed There is a lack of data used in policymaking (most data collected are used almost exclusively for statistical reporting) Data are not generally packaged for non-technical audiences 	<ul style="list-style-type: none"> By the end of Q8, a topical report or reports completed under Output 3.3 on a national or subnational environmental issue is completed and is presented in a briefing to policymakers. By the end of Q16, a topical report or reports completed under Output 3.3 on a global issue is completed and is published in at least one report or official communication to a Rio Convention or Conventions. 	<ul style="list-style-type: none"> Tracking and progress reports Technical reports Official national level communications to the Rio Communications 	<ul style="list-style-type: none"> Environmental policy-makers will be interested in issue reports produced Rio Convention focal points and expert teams will be willing to include new, topical information in their reporting.
Output 3.4: Environmental monitoring used to raise awareness of global environmental issues	<ul style="list-style-type: none"> Presence of a community-based monitoring or citizen science program involving environmental information / monitoring Level of awareness at the local level of community-based monitoring Level of awareness at the level of national project partners regarding community based monitoring 	<ul style="list-style-type: none"> There is low awareness among communities about environmental quality indicators and their use Communities and schools have not yet been involved in environmental data collection and monitoring 	<ul style="list-style-type: none"> By the end of Q12, a community-based monitoring program is underway involving at least 3 schools and/or communities (taking gender representation into account). By the end of the project, key stakeholders in the community are aware of the program, and relevant entities management staff are aware of the results. 	<ul style="list-style-type: none"> Meeting minutes Tracking and progress reports Structured interviews in the participating community Other interviews with project partners at the national level 	<ul style="list-style-type: none"> Protected areas will be identified in which there is sufficient school and/or community interest in a community-based monitoring program

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

#	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	All Project Annual Reports (APRs) with associated workplans and financial reports)
8	Oversight mission reports
9	Minutes of Project Steering Committee Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
10	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
11	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
12	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
13	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
14	Audit reports
15	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
16	Sample of project communications materials
17	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
18	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
19	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)
20	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or "catalytic" results)
21	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
22	UNDP Country Programme Document (CPD)
23	List/map of project sites, highlighting suggested visits
24	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
25	Project deliverables that provide documentary evidence of achievement towards project outcomes
	<i>Add documents, as required</i>

ToR Annex C: Content of the TE report

- i. 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 consultant members
- ii. Acknowledgements
- iii. Table of Contents
- iv. Acronyms and Abbreviations
1. 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
2. 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
3. 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
4. Findings

(in addition to a descriptive assessment, all criteria marked with (*) must be given a rating²)

 - 4.1 Project Design/Formulation
 - Analysis of Results Framework: project logic and strategy, indicators

² See ToR Annex F for rating scales.

- 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
- 4.1 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 incl. Social and Environmental Standards (Safeguards)
- 4.2 Project Results
- Progress towards objective and expected outcomes (*)
 - Relevance (*)
 - Effectiveness (*)
 - Efficiency (*)
 - Overall Outcome (*)
 - Country ownership
 - Gender
 - Other Cross-cutting Issues
 - 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 Role / Replication Effect
 - Progress to Impact
5. Main Findings, Conclusions, Recommendations & Lessons
- Main Findings
 - Conclusions
 - Recommendations
 - Lessons Learned
6. Annexes
- TE ToR (excluding ToR annexes)
 - TE Mission itinerary
 - List of persons interviewed
 - List of documents reviewed
 - Summary of field visits

- 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 at the local, regional and national level?			
<i>(include evaluative questions)</i>	<i>(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)</i>	<i>(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)</i>	<i>(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)</i>
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?			
<i>(Expand the table to include questions for all criteria being assessed: Monitoring & Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)</i>			

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 & Evaluation Ratings Table

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

Evaluation Ratings Table	
Monitoring & Evaluation (M&E)	Rating³
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	

³ Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating 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)

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

ToR Annex G: TE Report Clearance Form

Terminal Evaluation Report for <i>(Project Title & UNDP PIMS ID)</i> 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 Template

The following is a template for the TE consultant 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 consultant response and actions taken