

Terminal Evaluation Terms of Reference (ToR) Template for UNDP-supported GEF-finance projects

Template 2 - formatted for the [UNDP Jobs website](#)

BASIC CONTRACT INFORMATION

Location: Timor-Leste

Application Deadline: 29 January 2021

Type of Contract: Individual Contract

Assignment Type: International Consultant

Languages Required: English, knowledge of Tetum and Portuguese is essential

Starting Date: 3 February 2021

Duration of Initial Contract: 30 working days home-based

Expected Duration of Assignment: 6 weeks (3 February – 16 March 2021)

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 full-sized project titled *Building Shoreline Resilience of Timor-Leste to Protect Local Communities and Their Livelihoods* (PIMS # 5330) implemented through the United Nations Development Programme (UNDP) in close collaboration with Ministry of Agriculture and Fisheries of Timor-Leste. The project started on the 19 August 2016 and is in its 5th and final 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](#).

2. Project Description

The Government of Timor-Leste (GoTL) faces the unique challenge of responding to climate change impacts, while addressing the needs of a least developed country (LDC) with one of the most rapidly growing populations in the world. The coastal population of Timor-Leste is vulnerable to the threats of sea level rise and extreme events. With approximately 40% of the country's 1.3 million population reside in the country 747 Km coastline and lowland areas, the GoTL is seeking to minimize adverse impacts of both, climate change and rapid population growth, on shoreline resilience and the achievement of its development goals.

The *Building Shoreline Resilience of Timor-Leste to Protect Local Communities and their Livelihoods Project* is funded by the Least Developed Countries Fund (LDCF) and implemented by UNDP in close collaboration with the Government of Timor-Leste (GoTL) through the Ministry of Agriculture and Fisheries, Secretary of State for Environment; as well as working closely with international partners, academia, local NGOs, CSOs and private enterprise as the issues of coastal areas are complex and cross-sectoral. It employs an integrated approach, while tailoring activities to address the specific needs, challenges, and priorities of the Government of Timor-Leste.

The objective of the UNDP GEF/LDCF-funded project is to strengthen resilience of coastal communities through the introduction of nature-based approaches to coastal protection and support inter- and intra-ministerial coordination for collaborative development planning ensuring protection of coastal areas, as well as identify and research potential revenue streams for long term sustainability.

The objective set out under the project is achieved through three complementary outcomes:

- **Outcome 1:** Policy framework and institutional capacity for climate resilient coastal management established
- **Outcome 2:** Mangrove-supportive livelihoods established to incentivize mangrove rehabilitation and protection
- **Outcome 3:** Integrated approaches to coastal adaptation adopted to contribute to protection of coastal populations and productive lands

The project supported extensive mangrove protection and restoration while addressing community pressures (such as felling for fuelwood, free grazing livestock, clearing of mangroves etc.) through measures such as fencing, local traditional regulations “*tarabandu*”, nursery establishment and plantation and promoting natural regeneration while support were provided to alternative mangrove-supportive livelihoods, as well as improve public awareness about the important role of coastal ecosystems in shoreline protection and climate change adaptation and mitigation. More than 4,775 hectares of have been mapped in 11 municipalities with 30 true species and 25 associates found. Added to that, more than 1,000 households benefitted from various types of alternative mangrove-supportive livelihoods.

The total GEF/LDCF financing for the project is 7 Million USD initially planned with an implementation period of 4 years. However, due to unforeseen delays encountered during the effective implementation period the project was extended for an additional 9 months until May 2021.

Overall, the design of this LDCF project has been guided by the following documents to deliver local, national, and global benefits:

Sustainable Development Goals	<ul style="list-style-type: none"> • SDG 1 – No Poverty – by introducing livelihood alternative which contribute to household income • SDG 2 – Zero Hunger - by introducing livelihoods alternatives which promote food production • SDG 5 – Gender Equality - through specific gender inclusion methodologies for livelihood support and training opportunities • SDG 6 – Clean Water and Sanitation - through restoration of waterway systems and recharge to aquifers and groundwater supplies • SDG 12 – Responsible Consumption and Production – through training on value of mangroves in coastal ecosystems, to prevent felling for fuelwood • SDG 14 – Life Below Water – by providing nurturing habitat for fish, through the rehabilitation/protection of mangrove forests • SDG 15 – Life on Land – by providing nurturing environment for birds and other species, through the rehabilitation/protection of mangrove forests • SDG 17 – Partnerships for the Goals – through close collaboration with development partners and the private sector to support Timor-Leste in achieving its goals
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UNDAF Outcome(s)	<ul style="list-style-type: none"> • Outcome 1: People of Timor-Leste, especially the most disadvantaged groups, benefit from inclusive and responsive quality health, education and other social services, and are more resilient to disasters and the impacts of climate change. • Outcome 3: Economic policies and programmes geared towards inclusive, sustainable and equitable growth and decent jobs
UNDP Strategic Plan Primary Outcome:	<ul style="list-style-type: none"> • Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded
Expected CP Outcome(s):	<ul style="list-style-type: none"> • Outcome 2: Sustainable Development <u>Output 2.2.</u> Solutions developed at national and subnational level for sustainable management of natural resources, ecosystem services and waste <u>Output 2.3.</u> Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented
Expected CPAP/UNDAF Output (s):	<ul style="list-style-type: none"> • Sub-Outcome 1.4. People of Timor-Leste, particularly those living in rural areas vulnerable to disasters and the impacts of climate change, are more resilient and benefit from improved risk and sustainable environment management • Sub-Outcome 3.2. Technical capacity enhanced to develop viable and sustainable agribusiness sub-sectors and value chains promoting local biodiversity

The project design was guided by GoTL national strategy and policy documents and informed by consultations with various national stakeholders and likely beneficiaries. As such, its key intended outputs for each outcome are summarized as follows:

LDCF Project Objective		
To strengthen resilience of coastal communities by the introduction of nature-based approaches to coastal protection		
<u>Outcome 1:</u>	<u>Outcome 2:</u>	<u>Outcome 3:</u>
Policy framework and institutional capacity for climate resilient coastal management established	Mangrove-supportive livelihoods established to incentivize mangrove rehabilitation and protection	Integrated approaches to coastal adaptation adopted to contribute to protection of coastal populations and productive lands
Outputs 1.1. A comprehensive coastal management and adaptation plan developed and budgeted for the entire coast of Timor-Leste (as part and a direct contribution to NAP) 1.2. Coastal protection and resilience strategy for infrastructure planning, adopted and budgeted	Outputs 2.1. At least 1000 ha of coastal mangroves and wetlands conserved, or degraded mangrove areas rehabilitated through natural recruitment and restoration of hydrological regimes both in the northern and southern coasts with a direct employment of local coastal communities	Outputs 3.1. Upstream watershed replantation demonstrates risk reduction, (including reduction of excessive sediment loads) to downstream coastal waterways and areas 3.2. Coastal wetland restoration and groundwater recharge plans developed and initiated to increase

<p>1.3. Technical skills (through specialized trainings), hardware (at least two sets of hydro-meteorological stations and wave gauges), methods (economic valuation and cost-benefit analysis), solid value-chain analysis of livelihood options, and software introduced to monitor climate change induced coastal change and to plan management responses at policy levels.</p> <p>1.4. National Directorates under MAF NDAHE, NDFMFR, NDFMW, NDA and NDCN have their roles, coordination, and planning mechanisms clarified and enforced for improved management of mangrove and other critical coastal habitats (as emerges from NAP consultation process)</p>	<ul style="list-style-type: none"> • Restore and monitor mangroves, using natural, ecological approaches, including restoration of hydrological regimes, enhanced propagule dispersal and livestock control • Establish maintenance protocols under MAF, with direct participation/employment of coastal communities, particularly women <p>2.2. Mangrove-supportive, diversified livelihoods/social businesses established in mangrove rehabilitation project sites, benefiting at least 1,000 households and empowering women</p> <p>2.3. In project site sucos, development plans include mangrove-supportive livelihood support measures benefiting at least 25,000 people</p>	<p>storm water absorption capacity and buffer seawater intrusion</p> <p>3.3. Based on economic valuation study of ecosystem services, infrastructure offset for coastal protection scheme (and other financial mechanisms, such as payment for ecosystem services - PES) devised to secure financial resources for coastal resilience</p>
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COVID-19 in Timor-Leste

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. Timor-Leste was predicted to be hit by a perfect storm when it recorded its first case of coronavirus on 21 March 2020 due to endemic poverty, a fragile healthcare system, a largely inefficient public administration and volatile politics. Remarkably, a series of quick and decisive actions by the government, coupled with cooperation with political and church leaders in the time of crisis, saved the nation from an impending disaster. As of 18 January 2021, the country has recorded only 7 active cases out of 52 confirmed cases with zero death since March 2020.

To mitigate the pandemic and respond to any increase of imported Covid-19 cases in the country, the Government of Timor-Leste applies State of Emergency intermittently. From early March 2020, they banned all commercial international flights with the exception of a few repatriation carriers, Dilli-Darwin flights, and the biweekly WFP humanitarian flight between Dili-Kuala Lumpur. The land border crossing to and from Indonesia is open only every 17 days with a maximum 200 crossings are permitted each time. All goods are duly disinfected, and a mandatory two-week quarantine are enforced for people who enter the country.

The COVID-19 pandemic struck as the project approached its final year. It has beset some of the field work that was planned for the second quarter of 2020, a restricted period during which the government declared the first state of emergency. Since the third quarter of 2020, the UNDP Timor-Leste continued to work with government to advance project implementation in a manner consistent with COVID-19 response ordinances.

3. TE Purpose

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

Based on the CRB project's monitoring framework and evaluation, an independent final TE will take place three months prior to the final Project Board meeting (in May 2021) and will be undertaken in accordance with UNDP and GEF guidance. It will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. Additionally, it will assess project intervention through the application of "cash for trees modality" during the Covid-19 state of emergency in the target municipalities.

The Final Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the [UNDP Evaluation Office Evaluation Resource Center \(ERC\)](#). In addition, the relevant GEF Focal Area Tracking Tools will also be completed during the final evaluation.

DUTIES AND RESPONSIBILITIES

4. TE Approach & Methodology

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

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

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

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to Ministry of Agriculture and Fisheries (MAF), Secretary of State of Environment (SSE), Ministry of Public Works (MPW), Ministry of Tourism, Commerce, and Industry (MTCI), Ministry of State Administration (MSA), Ministry of Interior, and University Nacional Timor Lorosa'e (UNTL); executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local non-governmental organizations (NGOs) and CSOs, etc. Additionally, the TE team is expected to conduct field missions to selected sites in the 7 municipalities. In the case where TE team lead cannot be deployed to the project location, It is recommended that the team delegate primary data collection to national evaluator and conduct virtual stakeholder meetings and interviews via MS Teams or Zoom.

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

objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

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

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

Travel to Timor-Leste has been restricted since 03/2020 to reduce the risk of Covid-19 transmission. As of 20 January 2021, international flights to and from Timor-Leste during the TE period are not fully confirmed and remain subject to change. On the other hand, the restriction does not extend to domestic travel to project locations (municipalities).

International consultants can work remotely with national evaluator support in the field. Therefore, it is imperative that the TE team develop a methodology that takes into account the primary use of national evaluator for field data collection and the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys, and evaluation questionnaires. This methodology should be detailed in the TE Inception Report and agreed with the Commissioning Unit. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

If all or part of the TE 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. These limitations must be reflected in the final TE report.

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](#).

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

leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.

- It is important for the conclusions, recommendations and lessons learned of the TE report to 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.

6. Expected Outputs and Deliverables

The TE team shall prepare and submit:

- TE Inception Report: TE team clarifies objectives and methods of the TE no later than *5 days* before the TE mission. TE team submits the Inception Report to the Commissioning Unit and project management. Approximate due date: *(8 February)*
- Presentation: TE team presents initial findings to project management and the Commissioning Unit at the end of the TE mission. Approximate due date: *(25 February)*
- Draft TE Report: TE team submits full draft report with annexes *within 2 weeks* of the end of the TE mission. Approximate due date: *(11 March)*
- Final TE Report* and Audit Trail: TE team 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: *(17 March)*

*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.¹¹

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

7. TE Arrangements

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is the UNDP Timor-Leste Country Office.

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

8. Duration of the Work

¹¹ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

The total duration of the TE will be approximately 30 working days over a time period of 6 weeks starting 3 February 2021 and shall not exceed five months from when the TE team is hired. The tentative TE timeframe is as follows:

- 29 January 2021: Application closes
- 1 February 2021: Selection of TE Team
- 2 February 2021: Prep the TE team (handover of project documents)
- 3 February - 8 February 2021 (4 days): Desk review and preparation of inception report including the details of the schedule/timeline for completion of the TE mission incorporating feedback and submission of final Inception Report
- 8 February 2021: Finalization and Validation of TE Inception Report- latest start of TE mission
- 9-24 February 2021 (12 days): TE mission: approx 12 working days for field visits, stakeholders engagement, meetings, and interviews carried out in duty station (both national and municipalities). It consists of in-country & homebased inputs.
- 25 February 2021 (1 day): Preparation for debriefing and presentation of initial findings; earliest end of TE mission 26 February – 11 March 2021 (3 days): Drafting of the TE report based on document reviews, interviews, field visits, stakeholders engagement, meetings, interviews conducted, any follow-ups with project team and government counterparts (done remotely/homebased)
- 12-16 March 2021 (3 days): Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
- 17 March 2021 (optional): Concluding Stakeholder Workshop
- 17 March 2021): Expected date of full TE completion

The expected start date of contract is 28 January 2021.

9. Duty Station

Travel:

- International travel will not be required to conduct consultations, site visits and assessment in Timor-Leste during the TE mission; The national consultant will primarily conduct all field activities.
- 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 Team Composition and Required Qualifications

A team of two independent evaluators will conduct the TE – one team leader (for international candidate only with experience and exposure to projects and evaluations in other regions) who will be working remotely and one team expert, usually a national from the country of the project who will be deployed in the field. The team leader will be responsible for the overall design of the evaluation methodology, providing guidance on the TE mission and workplan with the team expert, writing of the TE report and preparing the audit trail. The team expert will review regulatory frameworks and budget allocations, coordinate with the CRB Project

Management Unit in developing the TE itinerary, conduct virtual stakeholder meetings and interviews. The team expert is expected to conduct field visit to project sites and primary data collection activities as well as support translation (Tetun-English) during the service contract period.

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

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

10.1 Team Leader (for International candidates only)

Education

- Advanced degree (Masters/PhD) in Coastal Engineering, Coastal Management, Natural Resources Management, Environmental Science, Climate Change Adaptation, or other closely related field.

Experience

- Minimum of ten (10) years of progressively demonstrable 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 GEF Climate Change Focal Area;
- Experience in evaluating projects;
- Experience working in Southeast Asia with preference given to candidates with work experience in small island states;
- Experience in relevant technical areas for at least *10 years*;
- Demonstrated understanding of issues related to gender and climate change; 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;
- *Experience with implementing evaluations remotely will be considered an asset.*

Language

- Fluency in written and spoken English.
- *Ability to communicate in Tetum, Portuguese and/or Bahasa Indonesia considered an asset*

10.2 Team Expert (for National candidates only)

Education

- Recognized university degree (minimum Bachelor's degree level) in Coastal Ecosystem Management, Natural Resources Management, Environmental Studies, Environmental Science, Climate Change Adaptation, or in any disciplines relevant to mangrove/coastal ecosystem restoration, coastal adaptation, and shoreline management or other closely related field.

Experience

- Minimum of 5 years of progressively demonstrable 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 Climate Change Focal Area;
- Experience in evaluating projects;
- Experience working in Timor-Leste;
- Experience in relevant technical areas for at least 5 - 7 years;
- Demonstrated understanding of issues related to gender and Climate Change Focal Area; 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 Tetum and English.
- Ability to communicate in Portuguese, Bahasa Indonesia and/or other local languages considered an asset.

11. Evaluator Ethics

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

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.

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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

13. 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.);
- For duty travels, the UN's Daily Subsistence Allowance (DSA) rates are (fill for all travel destinations), which should provide indication of the cost of living in a duty station/destination (*Note: Individuals on this contract are not UN staff and are therefore not entitled to DSAs. All living allowances required to perform the demands of the ToR must be incorporated in the financial proposal, whether the fees are expressed as daily fees or lump sum amount.*)
- The lump sum is fixed regardless of changes in the cost components.

14. 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 by email at the following address ONLY: bids.tp@undp.org by 23:59 (UTC/GMT+9) on 29 January 2021. Incomplete applications will be excluded from further consideration.

15. 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

ToR Annex A: Project Logical/Results Framework

<p>This project will contribute to achieving the following Country Programme Outcome as defined in CPAP/CPD or UNDAF:</p> <p>UNDAF Outcome 1: People of Timor-Leste, especially the most disadvantaged groups, benefit from inclusive and responsive quality health, education and other social services, and are more resilient to disasters and the impacts of climate change. <u>Sub-Outcome 1.4.</u> People of Timor-Leste, particularly those living in rural areas vulnerable to disasters and the impacts of climate change, are more resilient and benefit from improved risk and sustainable environment management</p> <p>UNDAF Outcome 3: Economic policies and programmes geared towards inclusive, sustainable and equitable growth and decent jobs <u>Sub-Outcome 3.2.</u> Technical capacity enhanced to develop viable and sustainable agribusiness sub-sectors and value chains promoting local bio-diversity</p>
<p>Country Programme and/or UNDAF Outcome Indicators: UNDAF 1.4.1. Number of evidence-based climate change risk/vulnerability assessment reports and policy recommendation documents, timely disseminated UNDAF 3.2.3. Ha of degraded mangrove areas rehabilitated</p>
<p>Primary applicable UNDP Strategic Plan Outcomes: Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded</p>
<p>Applicable SOF (LDCF) Strategic Objective and Program: Objective 1: Reduce the vulnerability of people, livelihoods, physical assets and natural systems to the adverse effects of climate change Objective 2: Strengthen institutional and technical capacities for effective climate change adaptation Objective 3: Integrate climate change adaptation into relevant policies, plans and associated processes</p>
<p>Applicable LDCF Expected Outcomes: Outcome 1.1: Vulnerability of physical assets and natural systems reduced Outcome 1.2: Livelihood and sources of income of vulnerable populations diversified and strengthened Outcome 3.2: Policies, plans and associated processes developed and strengthened to identify, prioritize and integrate adaptation strategies and measures</p>
<p>Applicable LDCF Outcome Indicators: Indicator 2: Type and extent of assets strengthened and/or better managed to withstand the effects of climate change Indicator 3: Population benefiting from the adoption of diversified, climate-resilient livelihood options Indicator 12: Regional, national and sector-wide policies, plans and processes developed and strengthened to identify, prioritize and integrate adaptation strategies and measures</p>

	Indicator	Baseline	Targets End of Project	Source of Verification	Risks
Project Objective¹² To strengthen resilience of coastal communities by the introduction of nature-based approaches to coastal protection	Regional, national and sector-wide policies, plans and processes developed and strengthened to identify, prioritize and integrate adaptation strategies and measures. (LDCF Indicator 12)	This is currently no coastal protection and resilience strategy for infrastructure planning in place.	Coastal protection and resilience strategy for infrastructure planning endorsed	Inter-ministerial meeting minutes	Coordination among the various directorates at the concerned ministries will remain limited and preclude an agreement over a consensus-based, multi-sectoral and integrated coastal management and adaptation plan.
Outcome 1¹³ Policy framework and institutional capacity for climate resilient coastal management established	SOP for directorates under MAF, developed and approved	Efforts across MAF directorates are not effectively coordinated to ensure the protection and rehabilitation of mangrove areas.	SOP for coordinated approach to protect mangrove areas designed and successfully tested	MAF TWG established MAF TWG meeting minutes Project Reports Independent Evaluations	Ineffective coordination among the various MAF directorates, result in policies and plans which inadvertently impact the mangrove rehabilitation targets.

¹² Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR

¹³ All outcomes monitored annually in the APR/PIR. It is highly recommended not to have more than 4 outcomes.

Outcome 2 Mangrove-supportive livelihoods established to incentivize mangrove rehabilitation and protection	Type and extent of assets strengthened and/or better managed to withstand the effects of climate change (UNDAF Indicator 3.2.3, LDCF Indicator 2)	~1,300ha in Timor-Leste (2005) - these figures will be updated once the 2014 high resolution aerial photographs are analyzed, followed by ground truthing, to calculate more current mangrove coverage, especially in sites selected for project intervention	1,000ha protected or re-afforested using CBEMR	Ground truthing at the midterm and end of the project to assess actual mangrove coverage. Regular project site visits by project manager and experts.	Mangrove protection and re-afforestation efforts result in low survival rates. Rehabilitated mangrove areas are eventually degraded after the project close. Protection and re-afforestation efforts result in increases in the crocodile population.
	Number of population / households benefiting from the adoption of diversified, climate-resilient livelihood options (LDCF Indicator 3)	0 – project will introduce livelihood options, which contribute to protection and re-afforestation efforts and/or relieve community pressure on mangroves	1,000 households benefiting from mangrove-supportive livelihoods (estimated at 5000 people, 5/household) (30% of support will target women specifically)	Community training, investment in livelihood inputs Surveys Annual Reports. Independent Evaluations	Communities are reluctant to adopt new land use practices and mangrove-supportive livelihood options due to, perceived risks to their income stability, and uncertainties over the market demand, and continue with activities which degrade mangrove areas.
	% change in household income, as a result of mangrove-supportive livelihoods activities implemented by the project	Baseline study to be conducted at start of project to assess current household income levels (see Annex H – Randomized Control Trials)	Positive % change in household income, specifically in households where women are engaged in mangrove-supportive livelihoods supported by the project (see Annex H – Randomized Control Trials)	Survey data (see Annex H)	Communities are reluctant to adopt new land use practices and mangrove-supportive livelihood options due to, perceived risks to their income stability, and uncertainties over the market demand,

					and continue with activities which degrade mangrove areas.
Outcome 3 Integrated approaches to coastal adaptation adopted to contribute to protection of coastal populations and productive lands	Number of funding mechanisms in support of improved coastal watershed management	Potential revenue streams identified in NBSAP, as well as PPG assessment, but not yet explored or tested.	At least one financing mechanism or plan with committed resources extending at least 2 years after the project end date	Budget detailing costs of mangrove protection, re-forestation priorities, going forward (beyond the scope of the project). Funds (public and other) earmarked for mangrove and watershed protection activities.	Failure to identify viable revenue streams or secure funding for long term maintenance of mangrove areas and coastal watershed management.
	% target population aware of role of mangroves in coastal protection and coastal watershed protection	There is little-to-no educational or public awareness material, especially targeted at youth, about the role of mangroves in coastal ecosystems.	Approximately 250,000 people area reached through various public awareness raising means	Print material, videos (TV), community events to raise public awareness about the role of mangroves and broader watersheds in coastal protection, reaching especially youth and school-aged population in coastal areas	Communication materials are not tailored to audiences or delivered in method appropriate to ensure outreach.

				Surveys and community interviews on behavioural change. Annual Reports Independent Evaluations	
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ToR Annex B: Project Information Package to be reviewed by TE team

#	Item (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Inception Workshop Report
7	Mid-Term Review report and management response to MTR recommendations
8	All Project Implementation Reports (PIRs)
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
10	Oversight mission reports
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
16	Audit reports
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
18	Sample of project communications materials
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
21	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or "catalytic" results)
23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
24	UNDP Country Programme Document (CPD)
25	List/map of project sites, highlighting suggested visits
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes
	<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 Team 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 rating¹⁴)
 - 4.1 Project Design/Formulation
 - Analysis of Results Framework: project logic and strategy, indicators
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g. same focal area) incorporated into project design
 - Planned stakeholder participation
 - Linkages between project and other interventions within the sector

¹⁴ See ToR Annex F for rating scales.

- 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 a 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:

10. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
11. 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.
12. 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.
13. 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.
14. 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.
15. 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.
16. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
17. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
18. 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)	Rating ¹⁵
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

¹⁵ 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)

ToR Annex G: TE Report Clearance Form

Terminal Evaluation Report for *Building Shoreline Resilience of Timor-Leste to Protect Local Communities and Their Livelihoods* (00097253) Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Name: _____

Signature: _____ Date:

Regional Technical Advisor (Nature, Climate and Energy)

Name: _____

Signature: _____ Date:

ToR Annex H: TE Audit Trail

The following is a template for the TE Team to show how the received comments on the draft TE report have (or have not) been incorporated into the final TE report. This Audit Trail should be listed as an annex in the final TE report but not attached to the report file.

To the comments received on (date) from the Terminal Evaluation of *Building Shoreline Resilience of Timor-Leste to Protect Local Communities and Their Livelihoods* (00097253)

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

Institution/ Organization	#	Para No./ comment location	Comment/Feedback on the draft TE report	TE team response and actions taken