

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

Template 1 - formatted for attachment to the [UNDP Procurement website](#)

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 *Reducing vulnerability from climate change in the Foothills, Lowlands and the Lower Senqu River Basin (PIMS 4630)* implemented through the *Lesotho Ministry of Forestry, Range and Soil Conservation (MFRSC)*. The project started on the *8th of June 2015* and is in its *6th* 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' ([hyperlink](#)).

2. PROJECT BACKGROUND AND CONTEXT

Climate change – including rising temperatures and a greater frequency of droughts and extreme rain events – is negatively affecting local communities living in rural parts of Lesotho. The fragile mountain ecosystems of Lesotho provide a range of benefits that increase the resilience of such communities to climate change. These include regulating services such as storing and retaining water as well as mitigating floods. However, these ecosystems are characterised by widespread degradation as a result of unsustainable land management and exploitation of natural resources. The effects of this ecosystem degradation in Lesotho include loss of vegetative cover and extreme soil erosion. Such effects reduce the capacity of these ecosystems to protect vulnerable communities from the increasingly negative impacts of climate change that are threatening their livelihoods.

The government of Lesotho has a National Climate Change Policy in place. However, presently there are no appropriate mechanisms to facilitate its implementation and no sector specific policies and strategies are in place to adapt to the anticipated impacts of climate change. For example, ongoing initiatives related to addressing ecosystem degradation currently do not take into account climate change-related risks and adaptation needs. Furthermore, the capacity of Lesotho's line ministries and various socio-economic sectors to plan and implement appropriate climate change adaptation interventions is hindered by the limited availability of technical skills, up-to-date climate information and best-practice examples to inform the design of locally appropriate adaptation measures.

The preferred solution to the climate change problem facing Lesotho is to strengthen the resilience of climate-vulnerable communities by: i) enhancing the capacity of government institutions and local communities to mainstream climate change risks into policies, plans and programmes; ii) implementing climate-smart ecosystem rehabilitation and management measures using a community/household based approach; and iii) establishing a system for monitoring and evaluating the effectiveness of various approaches to climate change adaptation to inform a process of adaptive management.

However, there are multiple barriers to achieving this preferred solution, including inter alia: i) limited technical capacity and information base for the analysis of climate risks; ii) limited application of cutting-edge

technology in the planning and implementation of climate-smart ecosystem rehabilitation and management measures; iii) limited institutional and community awareness and knowledge regarding climate risks and adaptation measures; and iv) weak governance systems for the mainstreaming of climate risk into land use planning and decision-making.

This GEF LDCF-financed project will contribute to overcoming these barriers through strengthening institutional and technical capacities of government institutions to plan for and implement adaptation using an ecosystem management approach. In particular, the project will: i) develop a geo-based climatic, agroecological and hydrological information system to inform the analysis of climate-driven vulnerabilities and the cost-effective planning of climate-smart ecosystem rehabilitation and management measures; ii) strengthen institutional capacity for land use planning and decision-making by integrating climate risks into development plans and policies; iii) provide access to knowledge and training on adaptation using an ecosystem management approach; and iv) demonstrate climate-smart ecosystem rehabilitation and management measures – through the Land Rehabilitation Programme (LRP) – in the Foothills, Southern Lowlands and the Lower Senqu River Basin. Communities within the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils will be included in the selection and implementation of the activities, with a particular focus on ensuring that the issues of youth unemployment and the interests of women are adequately represented.

Lesotho recorded four (4) confirmed positive cases of COVID-19 as of 15 June 2020 and by 26 July 2020, this increased to 605 cases and 12 deaths. The transmission of infections grew exponentially from end of December 2020 to end of February 2021 with 10,491 cases and 292 deaths. As of 30 June, the country has 11,344 cases and 329 deaths. During the second wave of COVID-19 at the beginning of 2021, the country was under a hard lockdown that included travel and public gathering restrictions. However, the lockdown was lifted and most of restrictions eased in April 2021 including conferences, meetings, workshop with observation of COVID-19 protocols is still strictly applicable. International travel is also permitted while observing COVID19 protocols including 72 hours negative certificate are still mandatory. The mentioned lockdowns that had been imposed on the country during the second quarter of 2020 and beginning of 2021 led to travel restrictions - for all non-essential services and emphasized on COVID-19 protocols including social distancing - across the country and as such government counterparts have not been able to focus on the project activities. Travel restrictions had a bearing on project activities as partners and project team cannot travel to monitor activities; and that also disrupted the contractors engaged by the project as they had to halt construction work. Both nationally and internationally preventing project staff and the implementing partners from accessing the project sites and beneficiary communities, preventing the maintenance of momentum related to the land restoration work by volunteer communities and households and the flow of incentives to support this work. A number of critically important international consultancies were just kicked off when the pandemic began and this has prevented the consultants from getting into the country and carrying out the work they have been contracted to do. This has happened just at the time when the project was regaining momentum lost from staff turn-over. Consultations with stakeholders have been hampered as implementing partners have limited access to ICT infrastructure and this has restricted communication between the project and implementing partners and as such the project cannot secure some of the services that would support implementation of some of the project activities. The Land Rehabilitation activities had to be halted due to lockdowns. Additions to the suite of incentives offered by the project to volunteers working on land restoration interventions, there were delays in procurement due to suppliers being affected by lockdown restrictions.

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.

It is recognized that the RVCC project and its interventions have been designed and implemented to serve as spring boards for the Implementing Partners to upscale and replicate across the country. Therefore, while the current project has defined timeframes and is due to close in December 2021, the Implementing Partners need to build on the momentum created. As such the TE must critically review the RVCC project within this context and provide sound recommendations as to how the Implementing Partners may build on and perpetuate the work, making the most of the best practice that was established and avoiding the mistakes, pitfalls and risks encountered by the project.

Both the government of Lesotho, specifically the MFRSC and related ministries, together with the UNDP Country Office in Lesotho, are the primary targets for the TE, its findings and recommendations. The relevant government ministries will need to take the TE findings and recommendations into their planning for the short-, medium- and long-term. The RVCC and other similar interventions are donor funded and it is crucial that the Government begins earnestly to seek ways in which it can become increasingly donor-independent and demonstrate a commitment to perpetuating donor-funded project such as this one.

The UNDP Country Office in Lesotho will take the findings and recommendations of the TE and use them (a) ensure alignment with similar existing and future projects, (b) to better inform the design of future funding proposals and projects, and (c) to improve the way in which they operate as an executing agency for funding sources such as the GEF.

The COVID-19 pandemic negatively impacted on the project implementation. The entire focus of the project was among others to build resilience at the community level, and although it is resilience to the projected impacts of climate change; the land restoration, food production and sustainable living projects will help to build resilience to any shocks. When COVID-19 pandemic started, the project had already planned to support communities with cash for asset and climate smart inputs to build households resilience. Fast-tracking provision of cash for assets to the households provided a more direct, short-term and secure option to respond to any negative impacts of COVID-19, while the project continued to support project beneficiaries and communities with other interventions that would build medium to long-term resilience.

The project also worked towards increasing access to clean water for household and agricultural use. This also contributed towards improved hygiene in the communities and households participating in the project and could potentially have reduced infections related to the pandemic.

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, the Regional Technical Advisor, the Chief 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 a selection of intervention/beneficiary champions; executing agencies at all three spheres of governance (national, district and community council), 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 team is expected to conduct field missions to a representative sample of communities within the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils of the Mochale District in Lesotho, including the following project sites.

Khoelenya CC		Thaba Mokhele CC			
Electoral Division - ED	Village	Electoral Division - ED	Village	Electoral Division - ED	
Ha Nkhetheleng	Ha Nkhetheleng	Monehela	Ha Nthoantso	Anone	
	Ha Makhaola		Makhesuoeng		
	Masianokeng		Ha ralefatla		
	Ha Nkhetheleng		Hamonehela		
	Mothebesoane		Ha Ralihloko		Lithipeng
	Ha Makhaola		Ha ntsibi		
	Phuthing		Matebeleng		
	Meriting		Ha Nnatsoana		
	Telite		Mootsinyane		
	Thabaneng		Makunyapane		
Masianokeng	Makilanyaneng	Makhakhe			
Makoanyane	Liphookoaneng				
Makhabane	Mapeleng		Lesala		
	Mapeleng		Rankopane		
	Motse-Mocha	Ramonyatsi	Ramonyatsi		
	Makoetlane		Lelinyane		
	Sehlabeng		Maporoteng		
Maphutsaneng	Maphutsaneng		Mosiane		
Mohlakana	Motse-Mocha		Sapoqo		
	Lekhalong Ha Kono-Kono		Lecheche		
	Mamantso	Thaba Phiri	Pekenene	Poqa Moreneng	
	Ha Tale		Mokalimotso		Raisa

	Ha Makoili		Thaba Phiri	
	Motse-Mocha		Mafethe	
	Thota-Moli		Mabula	
	Litenteng			Setanteng
	Resefeng			
	Matlapaneng			
	White City			
Phatlalla	Morobong			
	Ha Malatsa			Shalane
	Ha Tsolo			
	Thibella			

	Phatlalla
	Ha Ramatlalla
	Sethaleng & Moeaneng
	Ha Sekatle
	Ha Nkau

	Phoseng
	Tsieng
Thabana bosulu	Thabana bosulu
Waterfall	Waterfall
	Ha Ntseno
	Majakaneng

The specific design and methodology for the TE should emerge from consultations between the TE team, UNDP and Project Team 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. As such the approach must be contextually specific and flexible enough to accommodate local conditions and dynamics discussed and agreed to in consultations between the TE consultants, the evaluation manager and key stakeholders.

In case of COVID-19, 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. Travel to the country and in the country was once restricted during the lockdowns but currently allow since April 2021. If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account the conduct of the evaluation 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 Inception report and agreed with the Evaluation Manager.

If all or part of the evaluation 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 evaluation report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority. A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the evaluation schedule. Equally, qualified and independent national consultants can be hired to undertake the evaluation and interviews in country as long as it is safe to do so.

These agreements and the approach will be reflected clearly in the TE Inception Report.

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.

5. DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Strategic 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 ([hyperlink](#)).

It is envisaged that the TE will begin by end of July 2021 and be completed no later than 30 September 2021.

The primary issues of concern to users that the TE needs to address are as follows:

- Have the project interventions in terms of capacity building been adequate enough to ensure that capacity for the planning and implementation of climate change adaptation and mitigation interventions are possible by all three spheres of government in Lesotho?
- Has the country's legal and policy framework been sufficiently bolstered by the project such that a suitably adequate enabling environment has been established for the planning and implementation of climate change adaptation and mitigation interventions at and by all three spheres of government in Lesotho?
- Are there sufficient examples of climate-smart land management interventions aimed at building community-based resilience to the projected impacts of climate change in the country, and are these of such a nature that they can be easily and cost-effectively up-scaled and replicated to other parts of the country?
- Have the interventions of the project at community level made a meaningful impact to the livelihoods of the beneficiaries such that it can be said that their resilience to and awareness of the projected impacts of climate change has been enhanced?

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 Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design □ Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)

- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards (Safeguards)

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

- The 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 incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

ToR Table 2: Evaluation Ratings Table for *Reducing vulnerability from climate change in the Foothills, Lowlands and the Lower Senqu River Basin (PIMS 4630)*

Monitoring & Evaluation (M&E)	Rating ¹
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	

6. TIMEFRAME

The total duration of the TE will be approximately 35 working days over a time period of 19 weeks starting on 30 July 2021. The tentative TE timeframe is as follows:

Timeframe	Activity
22 July 2021	Application closes
23 July 2021	Selection of TE team
30 July 2021	Preparation period for TE team (handover of documentation)
3 – ² August 2021 - 4 days	Document review and preparation of TE Inception Report
9-13 August 2021 - 5 days	Finalization and Validation of TE Inception Report; latest start of TE mission
19 August -8 September 2021 - 15 days	TE mission: stakeholder meetings, interviews, field visits, etc.
10 September 2021	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission

¹ Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale:

² =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)

13 – 17 September 2021 - 5 days	Preparation of draft TE report
20 September 2021	Circulation of draft TE report for comments
6 – 8 October 2021 3 days	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
15 October 2021	Preparation and Issuance of Management Response
20 – 22 October 2021 – 3 days	Expected date of full TE completion

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

7. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report including a workplan and evaluation schedule.	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: <i>(by 6 August 2021)</i>	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: <i>(by 10 September 2021)</i>	TE team presents to Commissioning Unit and project management
3	Draft TE Report for comments	Full draft report <i>(using guidelines on report content in ToR Annex C)</i> with annexes	Within 3 weeks of end of TE mission: <i>(by 17 September 2021)</i>	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFF
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report <i>(See template in ToR Annex H)</i>	Within 1 week of receiving comments on draft report: <i>(by 8 October 2021)</i>	TE team submits both documents to the Commissioning Unit

However, in line with the UNDP's financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, 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.

*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.³

8. 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 Country Office in Maseru, Lesotho.

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, set up stakeholder interviews, and arrange field visits. In the case of COVID-19 restrictions, UNDP liaising with Project Team will support the implementation of remote/virtual meetings and an updated stakeholder list with contacts details (phone and/or email) will be provided to the evaluation team.

9. TE TEAM COMPOSITION

A team of two independent evaluators will conduct the TE – one team leader, International (with experience and exposure to projects and evaluations in other regions) and one team expert from the country of the project. The team leader will be responsible for the overall design and writing of the TE report, coordination of the allocation of work load between the team members, providing guidance to the process of review and evaluation of project document and reports, and primary liaison with the evaluation manager. The team expert will assess emerging trends with respect to regulatory frameworks, budget allocations, and work with the Project Team in developing the TE itinerary, while providing support to the team leader as agreed to in the contract negotiations and Inception process.

The evaluators 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.

9.1. TEAM LEADER

Education

- Master's degree in natural resource management with specific reference to land rehabilitation and climate change resilience or other closely related field (10%);

Experience

- Relevant experience with results-based management evaluation methodologies (10%);
- Experience applying SMART indicators and reconstructing or validating baseline scenarios (5%);
- Competence in adaptive management, as applied to Climate Change Adaptation (CCA-1: Reducing Vulnerability: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level. (5%));
- Experience in evaluating projects (15%);

³ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

- Experience working in Africa, particularly Southern Africa (5%);
- Experience in relevant technical areas for at least 10 years (10%);
- Demonstrated understanding of issues related to gender and Climate Change Adaptation (CCA-1: Reducing Vulnerability: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level); experience in gender responsive evaluation and analysis (5%);
- Excellent communication skills (5%);
- Demonstrable analytical skills (5%);
- Project evaluation/review experience within United Nations system will be considered an asset.

Language

- Fluency in written and spoken English.

9.2. TEAM EXPERT

Education

- Master's degree in natural resource management or other closely related field with specific reference to land rehabilitation and climate change resilience (10%);

Experience

- Relevant experience with results-based management evaluation methodologies (10%);
- Experience applying SMART indicators and reconstructing or validating baseline scenarios (5%);
- Competence in adaptive management, as applied to Climate Change Adaptation (CCA-1: Reducing Vulnerability: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level. (5%));
- Experience in evaluating projects (10%);
- Experience working in Lesotho (10%);
- Experience in relevant technical areas for at least 10 years (10%);
- Demonstrated understanding of issues related to gender and Climate Change Adaptation (CCA-1: Reducing Vulnerability: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level.; experience in gender responsive evaluation and analysis (5%);
- Excellent communication skills (5%);
- Demonstrable analytical skills (5%);
- Project evaluation/review experience within United Nations system will be considered an asset.

Language

- Fluency in written and spoken English.
- Fluency in written and spoken Sesotho.

10. 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.

11. 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%⁴:

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

12. APPLICATION PROCESS⁵

(Adjust this section if a vetted roster will be used)

Recommended Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the [template](#)⁶ provided by UNDP;

⁴The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

⁵Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP

<https://popp.undp.org/SitePages/POPPRoot.aspx>

⁶<https://intranet.undp.org/unit/bom/psu/Support%20documents%20on%20C%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

- b) **CV and a Personal History Form (P11 form⁷);**
- 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 indicating the following reference "Consultant for Terminal Evaluation of "Reducing vulnerability from climate change in the Foothills, Lowlands and the Lower Senqu River Basin (PIMS 4630)" should be submitted by email at the following address ONLY: (ls.procurement@undp.org) by (12:00 am on 4 June 2021). Incomplete applications will be excluded from further consideration.

Criteria for Evaluation of Proposal: 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.

13. TOR ANNEXES

(Add the following annexes to the final ToR)

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

⁷ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

ToR Annex A: Project Logical/Results Framework

<p>This project will contribute to achieving the following UNDP Country Programme Outcome as defined in CPAP or CPD:</p> <p><i>Outcome 2: By 2017 Lesotho adopts environmental management practices that promote a low-carbon, climate-resilient economy and society, sustainably manages natural resources and reduces vulnerability to disasters.</i></p>
<p>UNDP Country Programme Outcome indicators:</p> <p>Number of national/sectoral policies and strategies that promote low-carbon, climate resilient economy and society; number of national/sectoral policies that promote conservation of natural resources; and number of local communities that implement disaster risk reduction measures.</p>
<p>Primary applicable Key Environment and Sustainable Development Key Result Area: Promote climate change adaptation</p>
<p>Applicable Global Environment Facility (GEF) Strategic Objective and Programme:</p> <p><i>CCA-1: Reducing Vulnerability:</i> Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level.</p> <p><i>CCA-2: Increasing Adaptive Capacity:</i> Increase adaptive capacity to respond to the impacts of climate change, including variability, at local, national, regional and global level.</p>
<p>Applicable Least Developed Countries Facility (LDCF) Expected Outcomes:</p> <p><i>Outcome 1.1:</i> Mainstreamed adaptation in broader development frameworks at country level and in targeted vulnerable areas.</p> <p><i>Outcome 1.2:</i> Reduced vulnerability in development sectors.</p> <p><i>Outcome 2.1:</i> Increased knowledge and understanding of climate variability and change-induced risks at country level and in targeted vulnerable areas.</p> <p><i>Outcome 2.3:</i> Strengthened awareness and ownership of adaptation and climate risk reduction processes at local level.</p>
<p>Applicable GEF Outcome Indicators:</p> <p><i>Indicator 1.1.1:</i> Adaptation actions implemented in national/sub-regional development frameworks.</p> <p><i>Indicator 1.2.5:</i> Number of people benefitting from climate-smart ecosystem rehabilitation and management practices through implementation of hard and soft measures to reduce vulnerability.</p> <p><i>Indicator 2.1.1:</i> Relevant risk information disseminated to stakeholders.</p> <p><i>Indicator 2.3.1:</i> % of targeted population awareness of predicted adverse impacts of climate change and appropriate responses.</p>

Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
<p>Project Objective:</p> <p>To mainstream climate risk considerations in the Land Rehabilitation Programme of Lesotho for improved ecosystem resilience and reduced vulnerability of livelihoods to climate shocks.</p>	<p>The use of climate-driven vulnerabilities and cost-effective planning to inform the implementation of the Land Rehabilitation Programme.</p>	<p>Climate change risks are not integrated into the Land Rehabilitation Programme. Target sites are chosen on an <i>ad hoc</i> basis. Rehabilitation and management measures are not tailored to specific ecosystems.</p>	<p>Climate-driven vulnerabilities and cost-effective planning are used to inform site prioritisation of target sites and the implementation of appropriate climate-smart ecosystem rehabilitation and management measures.</p>	<p>Climate driven vulnerability assessments and cost-benefit analysis</p> <p>Project implementation report</p> <p>Review of Land Rehabilitation Programme practices</p>	

<p>Outcome 1:</p> <p>Increased technical capacity of the Ministry of Forestry and Land Reclamation and relevant departments to apply up-to-date climate science for the management of evolving risks and uncertainty linked to climate change.</p>	<p>Capacities of the Ministry of Forestry and Land Reclamation and relevant departments to identify, prioritise, implement, monitor and evaluate adaptation measures.</p>	<p>Baseline estimated at a score of 3.</p> <p>Baseline to be verified during year 1 of project implementation.</p>	<p>Capacity increased to a score of 7.</p> <p>Target to be verified during year 1 of project implementation.</p>	<p>To capture evidence of the capacity of institutions to identify, prioritise, implement, monitor and evaluate adaptation measures, a scoring methodology that considers the following five criteria, expressed as questions:</p> <ul style="list-style-type: none"> (a) Does the institution have access to and does it make use of climate information in decision- making? (b) Are climate change risks as well as appropriate adaptation strategies and measures integrated into relevant institutional policies, processes and procedures? (c) Does the institution have adequate resources to implement such policies, processes and procedures? (d) Are there clear roles and responsibilities within the institution, and effective partnerships outside the institution to address adaptation? (e) Is the institution equipped to monitor, evaluate and 	<p>Assumptions</p> <p>The geo-based, climatic, agroecological and hydrological information system established during the project will support climate-smart ecosystem rehabilitation and management measures.</p> <p>Trainees leave training with improved capacity.</p> <p>Risks</p> <p>The geo-based agro-ecological, climatic and hydrological information system is not sustained beyond the lifetime of the project.</p> <p>Poor uptake of training on climate-smart ecosystem rehabilitation and management measures</p>
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Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
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				<p>learn from its adaptation actions?</p> <p>Each question is answered with an assessment and score for the extent to which the associated criterion has not been met: not at all (=0), partially (=1) or to a large extent/completely (=2). An overall score is calculated, with a maximum score of 10 given five criteria.</p>
<p>Output 1.1</p> <p>A geo-based climatic agroecological and hydrological information system to support better planning for climate change adaptation and mitigation under the Land Rehabilitation Programme established.</p>	<p>A geo-based climatic, agro-ecological and hydrological information system formulated, tested in pilot area and ready for upscaling to the rest of the districts in Lesotho.</p>	<p>Lack of a coordinated information system that compiles GIS information on climatic, agro-ecological and hydrological variables.</p>	<p>By the end of the first year, a geo-based climatic, agroecological and hydrological information system developed.</p>	<p>Maps and vulnerability assessments generated utilising the geo-based climatic, agroecological and hydrological information system.</p>
<p>Output 1.2</p> <p>A socio-economics unit in the Ministry of Forestry, Range and Soil Conservation strengthened.</p>	<p>A socio-economics unit is established within the Ministry of Forestry and Land Reclamation.</p>	<p>No dedicated unit considering social capital issues in the selection of intervention methods.</p>	<p>At project termination, a socio-economics unit is established and is operational.</p>	<p>Socio-economics unit</p> <p>Project implementation report</p> <p>Assessments</p> <p>Cost benefit-analysis</p>
<p>Output 1.3</p> <p>Assessment of climate-driven vulnerability in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils and costbenefit analysis of specific adaptation and mitigation interventions conducted.</p>	<p>Number of climate-driven vulnerability assessments and cost-benefit analyses of specific adaptation interventions undertaken for each of the selected Community Councils. (Adapted from AMAT 2.1.1.2)</p>	<p>No rigorous assessments of climate-driven vulnerability or cost benefit analyses of climate change adaptation interventions undertaken at the level of Community Councils.</p>	<p>At project termination 2 climate-driven vulnerability assessment and 2 costbenefit analysis of specific adaptation interventions undertaken for each of the Community Councils identified.</p>	<p>Project implementation report</p>

Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
Output 1.4 Technical guidelines for climate change adaptation and mitigation interventions developed	Number of technical guidelines on climate change adaptation and mitigation interventions identified for the selected Community Councils.	No guidelines on climate change adaptation and mitigation interventions have been developed for the selected Community Councils.	At project termination 10 technical guidelines on climate change adaptation and mitigation interventions produced for the selected Community Councils.	Technical guidelines Project implementation report	
Output 1.5: Training of technical staff of engineering, planning and monitoring sections of the Ministry of Forestry, Range and Soil Conservation on climate science conducted.	Number staff trained in climate science from engineering, planning and monitoring sections (data disaggregated by gender & unit).	No staff trained as of 2015.	4 staff successfully trained (with engineering unit =1, planning unit = 2, monitoring unit =1).	•Completion certificates •Training course reports •Project implementation reports	
Output 1.6: A strategy for maintaining technical capacity in the Ministry of Forestry, Range and Soil Conservation and relevant departments developed and implemented.	Strategy for maintaining technical capacity of relevant departments and agencies in place. (Definition: with extent of development scored as follows: (a) Not yet started = 0; (b) Partial development/in draft =1 or (c) completed and approved =2).	No strategy for maintaining technical capacity at MFRSC and relevant departments as of 2015.	A strategy for maintaining technical capacity at MFRSC is developed and implemented by 2020	•Finalised operational Strategy	
Outcome 2: Communities empowered with skills, knowledge, partnerships and institutions for managing natural resources to reduce vulnerability to climate change and increase resilience of natural and social capital (over 7,000 households with potential for upscaling to cover over 20,000).	% of targeted population awareness of predicted adverse impacts of climate change and appropriate responses (score) – disaggregated by gender. 1= No awareness level (<50% correct) 2= Moderate awareness level (50-75% correct)	(RVCC Socio-economics baseline study, 2017). Khoelenya Community Council – 36.0% Lithipeng Community Council – 39.8% Thaba-Mokhele Community Council - 56%	Khoelenya Community Council - 65% Lithipeng Community Council - 70% Thaba- Mokhele Community Council - 80%	•Socio-economic surveys	Assumptions Communities see climate-smart ecosystem rehabilitation and management measures as desirable given development imperatives as well as lifestyle preferences, and support project interventions.

Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
	3= High awareness level (>75% correct)				Chiefs support project interventions and facilitate roll out within their constituencies.
Output 2.1 Training of technical staff of the District Technical Teams, Community Councils staff and land managers on restoring and managing ecosystems and agroecological landscapes in a climate-smart manner designed and implemented.	Number of technical staff trained in climate change adaptation, including restoring and managing ecosystems and agroecological landscapes (disaggregated by gender).	Technical staff of the District Technical Teams, Regional Council staff and land managers have received limited training on climate change adaptation.	Within the first year of the project, at least 50 technical staff of the District Technical Teams, District and Community Council staff and land managers trained in climate change adaptation, including restoring and managing ecosystems and agroecological landscapes. Trainees must include representatives from the Mohale's Hoek District and the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils.	Field visits Surveys Project implementation report	Risks Communities are unwilling to adopt new climate-smart ecosystem rehabilitation and management measures. Chiefs in target areas unwilling to support project interventions. High staff turnover and poor institutional memory result in disruptions or delays in project implementation and coordination.
Output 2.2 Local community members from the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils trained on the implementation and maintenance of climate-smart ecosystem rehabilitation and management interventions.	Number of Local community members participating in training programmes on implementation of climatesmart ecosystem rehabilitation and management measures and the number of projects implemented (data disaggregated by gender).	No Local community members trained as of 2015.	7, 000 Local community members trained by 2020	Training course reports, attendance lists and completed evaluation forms Project implementation reports	

Output 2.3 Inter-council and rehabilitation committee established in the Lithipeng, Khoelenya and ThabaMokhele Community Councils.	Inter-council land rehabilitation committees established and operational (include membership data disaggregated by gender).	No inter-council land rehabilitation committees operational as of 2015.	1 Inter-council land rehabilitation committee established and operational by 2018	Terms of Reference for the committee Minutes of committee meetings
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Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
Outcome 3: Over 50,000 ha of land across the Foothills, Lowlands and the Lower Senqu River Basin rehabilitated through operationalization of the climatesmart Land Rehabilitation Programme.	The number of ha of land successfully protected, better managed and rehabilitated under the climate-smart Land Rehabilitation Programme.	0 Ha of land under climatesmart LRP as of 2015.	By project end-point, at least 50,000 ha of land in the Foothills, Lowlands and the Lower Senqu River Basin under climate-smart LRP.	Field visits and physical assessments Data collection at project sites Project implementation reports	Assumptions Cost-effective climate-smart ecosystem rehabilitation and management measures will be identified. Risks Climate-smart ecosystem rehabilitation and management measures are not cost-effective.
Output 3.1 Climate-smart ecosystem rehabilitation and management interventions in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils completed.	Number of households across three Community Councils adopting climatesmart livelihood strategies (disaggregated by gender). (Adapted from AMAT 2.3.1.2)	No households adopting climate-smart livelihood strategies as of 2015.	At least 7,000 households engaging in climate change adaptation activities, including climate-smart farming or agro-forestry practices.	M&E Strategy Field visits and physical assessments Data collection at project sites Project implementation report	Climate-smart ecosystem rehabilitation and management measures are not cost-effective.
	Appropriate climate-smart ecosystem rehabilitation and management interventions identified, including inter alia conservation, agro-forestry and water harvesting for the Lithipeng, Khoelenya and Thaba Mokehle Community Councils.	Climate-smart ecosystem rehabilitation and management interventions are not currently implemented in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils.	By project end-point at least 50% of conventional management systems are replaced by climate-smart ecosystem rehabilitation and management interventions implemented in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils.	Field visits and physical assessments Data collection at project sites	

<p>Output 3.2</p> <p>A long-term strategy for monitoring and evaluating climate-smart ecosystem restoration and management interventions using grass cover as a proxy for rangeland productivity established at the Ministry of Forestry, Range and Soil</p>	<p>Number of functioning long-term monitoring field sites established at intervention sites for measuring the effects of climate-smart ecosystem rehabilitation and management interventions on relevant ecosystem services.</p>	<p>Monitoring is limited to recording of outputs from quarterly and annual reports – because the LRP has no Monitoring and Evaluation Unit.</p>	<p>By project end-point, at least 3 long-term monitoring sites – including a control, experiment and benchmark – established within each of the agroecological zones – the Foothills, Lowlands and the Lower Senqu River Basin.</p>	<p>M&E Strategy</p> <p>Field visits and physical assessments</p> <p>Data collection at project sites</p> <p>Project implementation report</p>	
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Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
<p>Conservation and relevant departments.</p>					
<p>Outcome 4:</p> <p>National strategies for rangelands and wetlands management strengthened by the integration of climate change/variability and ecosystems management.</p>	<p>Number of briefs on suggested policy revisions to the rangeland and wetland management strategies developed by the LDCF-financed project to address climate change and ecosystem management.</p>	<p>National strategies do not adequately include climate risk considerations.</p>	<p>By project end-point, at least two policy briefs developed that include recommendations for the incorporation of climate risk considerations into each of the national rangeland and wetland management strategies.</p>	<p>Review of recommendations for national strategies</p> <p>Revised/updated national strategies with specific sections on climate change adaptation policy</p> <p>Project implementation report</p>	<p>Assumptions</p> <p>Recommendations for policies, strategies and plans will be accepted and mainstreamed.</p> <p>Risks</p> <p>Policies, strategies and plans are not accepted by decision-makers or local communities and cannot be enforced</p>
<p>Output 4.1</p> <p>Policy guidelines for incorporating climate science in the review/formulation processes of national sectoral strategies by the Departments of Rangelands Management and Water Affairs produced and disseminated.</p>	<p>Existence of policy guidelines on integration of climate science in the review/formulation processes of national sectoral strategies.</p>	<p>No policy guidelines for incorporating climate science in the review/formulation processes of national sectoral strategies as of 2015.</p>	<p>At least two policy guidelines for incorporating climate science in the review/formulation processes of national sectoral strategies (rangeland, cropland, and wetland management) developed by end 2020.</p>	<ul style="list-style-type: none"> •Policy guidelines •Revised/updated national strategies with specific sections on climate change adaptation and mitigation •Project implementation report 	

<p>Outcome 5:</p> <p>NSDP mainstreamed into local development strategies to support the constituency-wide adoption of the climate-smart Land Rehabilitation Programme</p>	<p>Climate change adaptation (as provided for in the NSDP) integrated into local development strategies. (adapted from AMAT 1.1.1)</p>	<p>Development strategies do not adequately include climate change (as provided for in the NSDP).</p>	<p>By project end-point, climate change adaptation is integrated into development strategies. (A score of 2= integrated to a large extent/completely)</p>	<p>The extent to which climate change adaptation (as provided for in the NSDP) is integrated into local development strategies will be scored as follows: not at all (=0), partially (=1) or to a large extent/completely (=2).</p>	<p>Assumptions</p> <p>Recommendations for sectoral policies, strategies and plans will be accepted and mainstreamed.</p> <p>Risks</p> <p>Sectoral ministries are unwilling to adopt recommendations on policies.</p>
<p>Output 5.1</p> <p>Strategy for improved coordination between District and Community Council development teams to reduce vulnerability to extreme climatic events in the</p>	<p>Appropriate coordination strategy – tailored for inter-ministerial and departmental coordination at the District and</p>	<p>No strategy in place to ensure coordination between District and Community Council development teams</p>	<p>By project mid-point, a coordination strategy is clearly defined.</p>	<p>Coordination strategy Project implementation report</p>	

Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
<p>Foothills, Lowlands and the Lower Senqu River Basin developed.</p>	<p>Community Council levels – is clearly defined.</p>		<p>By project end-point, the coordination strategy is implemented.</p>		
<p>Output 5.3</p> <p>Policy recommendations for the integration of climate risk considerations in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils' development plans, as well as the Mohale's Hoek District development plan implemented.</p>	<p>One Local Government development plan each for Mohale's Hoek District and in each of the Community Councils.</p>	<p>There is no programmatic approach to mainstreaming climate risk considerations into development plans.</p>	<p>Four development plans, one for the Mohale's Hoek District and one each for the three Community Council areas, are completed with climate change risk considerations fully integrated.</p>	<p>Policy briefs Local Government Development Plans Project implementation report</p>	

<p>Output 5.4</p> <p>Training on climate-resilient construction; climate-smart land use and water resources planning; and climate risk management designed and implemented for staff of structural engineering unit, urban and rural infrastructure planning units, local authorities, district planning units, Ministry of Development Planning, and teaching staff from technical colleges and vocational training institutes.</p>	<p>Number of people trained by the LDCF-financed project on climate-resilient construction; land use and water resources planning; climate risk problems; and risk reduction and management measures (disaggregated by gender).</p>	<p>Limited training has been conducted on climateresilient construction; land use and water resources planning; climate risk problems; and risk reduction and management measures.</p>	<p>By project end-point, at least 100 people (50% women and 50% men) trained. Trainees must include representatives from local authorities; district planning units; structural engineers; urban and rural infrastructure planners; officers of the Ministry of Development Planning, Ministry of Finance; and teaching staff from technical colleges and vocational training institutes.</p>	<p>Climate change adaptation modules for training courses</p>
<p>Output 5.5</p> <p>Best practices and documentation on climate-smart land management, adaptation and mitigation in the Lithipeng, Khoelenya and Thaba-Mokhele</p>	<p>Best practices identified and guidelines developed for climate-smart land management in the Khoelenya, Lithipeng and Thaba-Mokhele Community Councils.</p>	<p>No guidelines for best practices and climate-smart land management.</p>	<p>By project end-point, three best practice guidelines developed for (i) range management, (ii) food security, and (iii) sustainable livelihoods in the Khoelenya, Lithipeng</p>	<p>Developed guidelines</p>

Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
<p>Community Councils disseminated through existing national and international platforms.</p>			<p>and Thaba-Mokhele Community Councils.</p>		

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>Additional 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 rating⁸)

4.1 Project Design/Formulation

⁸See ToR Annex F for rating scales.

- 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
- 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, including Social and Environmental Standards (Safeguards)
- 4.2 Project Results and Impacts
- Progress towards objective and expected outcomes (*)
 - Relevance (*)
 - Effectiveness (*)
 - Efficiency (*)
 - Overall Outcome (*)
 - 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/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, including summary of field visits
 - List of persons interviewed
 - List of documents reviewed
 - 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?			

(Expand the table to include questions for all criteria being assessed: Monitoring & Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)

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

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>

ToR Annex G: TE Report Clearance Form

Terminal Evaluation Report for (Project Title & UNDP PIMS ID) Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Name: _____

Signature: _____ Date: _____

Regional Technical Advisor (Nature, Climate and Energy)

Name: _____

Signature: _____ Date: _____

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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 (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 team response and actions taken

Prepared by Project Coordinator, RVCC Project:

Lebone Molahlehi Signature:  Date: 08-Jul-2021

Approved by PS – Ministry of Forestry, Range & Soil Conservation

Lefu Manyokole Signature:  Date: 12/07/2021

Authorized by UNDP Deputy Resident Representative :

Nessie Golakai-Gould Signature:  Date: 12-Jul-2021

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: Lesotho

Application Deadline: 22 July 2021
Type of Contract: Individual Contract

Assignment Type:

Languages Required: English

Starting Date: 30 July 2021

Duration of Initial Contract: 35 Working Days

Expected Duration of Assignment: 35 Working Days

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 *Reducing vulnerability from climate change in the Foothills, Lowlands and the Lower Senqu River Basin (PIMS 4630)* implemented through the *Lesotho Ministry of Forestry, Range and Soil Conservation (MFRSC)*. The project started on the 8 June 2021 and is in its 6th 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' [hyperlink](#)

2. Project Description

Climate change – including rising temperatures and a greater frequency of droughts and extreme rain events – is negatively affecting local communities living in rural parts of Lesotho. The fragile mountain ecosystems of Lesotho provide a range of benefits that increase the resilience of such communities to climate change. These include regulating services such as storing and retaining water as well as mitigating floods. However, these ecosystems are characterised by widespread degradation as a result of unsustainable land management and exploitation of natural resources. The effects of this ecosystem degradation in Lesotho include loss of vegetative cover and extreme soil erosion. Such effects reduce the capacity of these ecosystems to protect vulnerable communities from the increasingly negative impacts of climate change that are threatening their livelihoods.

The government of Lesotho has a National Climate Change Policy in place. However, presently there are no appropriate mechanisms to facilitate its implementation and sector specific policies and strategies in place to

adapt to the anticipated impacts of climate change. For example, ongoing initiatives related to addressing ecosystem degradation currently do not take into account climate change-related risks and adaptation needs. Furthermore, the capacity of Lesotho's line ministries and various socio-economic sectors to plan and implement appropriate climate change adaptation interventions is hindered by the limited availability of technical skills, up-to-date climate information and best-practice examples to inform the design of locally appropriate adaptation measures.

The preferred solution to the climate change problem facing Lesotho is to strengthen the resilience of climatevulnerable communities by: i) enhancing the capacity of government institutions and local communities to mainstream climate change risks into policies, plans and programmes; ii) implementing climate-smart ecosystem rehabilitation and management measures using a community/household based approach; and iii) establishing a system for monitoring and evaluating the effectiveness of various approaches to climate change adaptation to inform a process of adaptive management.

However, there are multiple barriers to achieving this preferred solution, including inter alia: i) limited technical capacity and information base for the analysis of climate risks; ii) limited application of cutting-edge technology in the planning and implementation of climate-smart ecosystem rehabilitation and management measures; iii) limited institutional and community awareness and knowledge regarding climate risks and adaptation measures; and iv) weak governance systems for the mainstreaming of climate risk into land use planning and decision-making.

This GEF LDCF-financed project will contribute to overcoming these barriers through strengthening institutional and technical capacities of government institutions to plan for and implement adaptation using an ecosystem management approach. In particular, the project will: i) develop a geo-based climatic, agroecological and hydrological information system to inform the analysis of climate-driven vulnerabilities and the cost-effective planning of climate-smart ecosystem rehabilitation and management measures; ii) strengthen institutional capacity for land use planning and decision-making by integrating climate risks into development plans and policies; iii) provide access to knowledge and training on adaptation using an ecosystem management approach; and iv) demonstrate climate-smart ecosystem rehabilitation and management measures – through the Land Rehabilitation Programme (LRP) – in the Foothills, Southern Lowlands and the Lower Senqu River Basin. Communities within the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils will be included in the selection and implementation of the activities, with a particular focus on ensuring that the issues of youth unemployment and the interests of women are adequately represented.

Lesotho recorded four (4) confirmed positive cases of COVID-19 as of 15 June 2020 and by 26 July 2020, this increased to 605 cases and 12 deaths. The transmission of infections grew exponentially from end of December 2020 to end of February 2021 with 10,491 cases and 292 deaths. As of 30 June, the country has 11,344 cases and 329 deaths. During the second wave of COVID-19 at the beginning of 2021, the country was under a hard lockdown that included travel and public gathering restrictions. However, the lockdown was lifted and most of restrictions eased in April 2021 including conferences, meetings, workshop with observation of COVID-19 protocols is still strictly applicable. International travel is also permitted while observing COVID-19 protocols including 72 hours negative certificate are still mandatory.

The mentioned lockdowns that had been imposed on the country during the second quarter of 2020 and beginning of 2021 led to travel restrictions - for all non-essential services and emphasized on COVID-19 protocols including social distancing - across the country and as such government counterparts have not been able to focus on the project activities. Travel restrictions had a bearing on project activities as partners and project team cannot travel to monitor activities; and that also disrupted the contractors engaged by the project as they had to halt construction

work. Both nationally and internationally preventing project staff and the implementing partners from accessing the project sites and beneficiary communities, preventing the maintenance of momentum related to the land restoration work by volunteer communities and households and the flow of incentives to support this work. A number of critically important international consultancies were just kicked off when the pandemic began and this has prevented the consultants from getting into the country and carrying out the work they have been contracted to do. This has happened just at the time when the project was regaining momentum lost from staff turn-over.

Consultations with stakeholders have been hampered as implementing partners have limited access to ICT infrastructure and this has restricted communication between the project and implementing partners and as such the project cannot secure some of the services that would support implementation of some of the project activities. The Land Rehabilitation activities had to be halted due to lockdowns. Additions to the suite of incentives offered by the project to volunteers working on land restoration interventions, there were delays in procurement due to suppliers being affected by lockdown restrictions.

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.

It is recognized that the RVCC project and its interventions have been designed and implemented to serve as spring boards for the Implementing Partners to upscale and replicate across the country. Therefore while the current project has defined timeframes and is due to close in December 2021, the Implementing Partners need to build on the momentum created. As such the TE must critically review the RVCC project within this context and provide sound recommendations as to how the Implementing Partners may build on and perpetuate the work, making the most of the best practice that was established and avoiding the mistakes, pitfalls and risks encountered by the project.

Both the government of Lesotho, specifically the MFRSC and related ministries, together with the UNDP Country Office in Lesotho, are the primary targets for the TE, its findings and recommendations. The relevant government ministries will need to take the TE findings and recommendations into their planning for the short-, medium- and long-term. The RVCC and other similar interventions are donor funded and it is crucial that the Government begins earnestly to seek ways in which it can become increasingly donor-independent and demonstrate a commitment to perpetuating donor-funded project such as this one.

The UNDP Country Office in Lesotho will take the findings and recommendations of the TE and use them (a) ensure alignment with similar existing and future projects, (b) to better inform the design of future funding proposals and projects, and (c) to improve the way in which they operate as an executing agency for funding sources such as the GEF.

The COVID-19 pandemic negatively impacted on the project implementation. The entire focus of the project was among others to build resilience at the community level, and although it is resilience to the projected impacts of climate change; the land restoration, food production and sustainable living projects will help to build resilience to any shocks. When COVID-19 pandemic started, the project had already planned to support communities with cash for asset and climate smart inputs to build households resilience. Fast-tracking provision of cash for assets to the

households provided a more direct, short-term and secure option to respond to any negative impacts of COVID-19, while the project continued to support project beneficiaries and communities with other interventions that would build medium to long-term resilience.

The project also worked towards increasing access to clean water for household and agricultural use. This also contributed towards improved hygiene in the communities and households participating in the project and could potentially have reduced infections related to the pandemic.

DUTIES AND RESPONSIBILITIES

4. TE Approach & Methodology

The TE 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, the Regional Technical Advisor, the Chief 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 a selection of intervention/beneficiary champions; executing agencies at all three spheres of governance (national, district and community council), 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 team is expected to conduct field missions to a representative sample of communities within the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils of the Mophale District in Lesotho, including the following project sites.

Khoelenya CC		Thaba Mokhele CC		Lithipeng CC	
Electoral Division - ED	Village	Electoral Division - ED	Village	Electoral Division - ED	Village
Ha Nkhetheleng	Ha Nkhetheleng	Monehela	Ha Nthoantso	Anone	Lekhalong
	Ha Makhaola		Makhesuoeng		Marakong
	Masianokeng		Ha ralefatla		Seliane
	Ha Nkhetheleng		Hamonehela		Marakong

	Mothebesoane		Ha Ralihloko	Lithipeng	Moreneng Lithipeng
	Ha Makhaola		Ha ntsibi		Tsekong le Nte
	Phuthing		Matebeleng		
	Meriting		Ha Nnatsoana		Raqoatha
	Telite		Mootsinyane		Mocheko
	Thabaneng		Makunyapane		Bochabela
	Masianokeng		Makilanyaneng	Makhakhe	Morabe
	Makoanyane		Liphookoaneng		Majoemasoeu
Makhabane	Mapeleng		Lesala		Morabe
	Mapeleng		Rankopane		Majoemasoeu
	Motse-Mocha	Ramonyatsi	Ramonyatsi		Morabe
	Makoetlane		Lelinyane		Motsemocha
	Sehlabeng		Maporoteng		
Maphutsaneng	Maphutsaneng		Mosiane		Thepung
Mohlakana	Motse-Mocha		Sapoqo		Mantsonyane
	Lekhalong Ha Kono-Kono		Lecheche		Makhakhe
	Mamantso	Thaba Phiri	Pekenene	Poqa Moreneng	Poqa Moreneng
	Ha Tale		Mokalimotso	Raisa	Letlapeng
	Ha Makoili		Thaba Phiri		Ha Khoai
	Motse-Mocha		Mafethe		Fika la Tsoene
	Thota-Moli		Mabula		Raisa
	Litenteng			Setanteng	Makhube
	Resefeng				
	Matlapaneng				Setanteng
	White City				Mahlabatheng
Phatlalla	Morobong				Ntabanyane
	Ha Malatsa			Shalane	Shalane Moreneng
	Ha Tsolo				Ralekone
	Thibella				Tlokoeng
	Phatlalla				Phoseng
	Ha Ramatlalla				Tsieng
	Sethaleng & Moeaneng			Thabana bosulu	Thabana bosulu
	Ha Sekatle			Waterfall	Waterfall
	Ha Nkau				Ha Ntseno
					Majakaneng

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. As such the approach must be contextually specific and flexible enough to accommodate local conditions and dynamics discussed and agreed to in consultations between the TE consultants, the evaluation manager and key stakeholders.

In case of COVID-19, 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. Travel to the country and in the country was once restricted during the lockdowns but currently allow since April 2021. If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account the conduct of the evaluation 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 Inception report and agreed with the Evaluation Manager.

If all or part of the evaluation 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 evaluation report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the evaluation schedule. Equally, qualified and independent national consultants can be hired to undertake the evaluation and interviews in country as long as it is safe to do so. These agreements and the approach will be reflected clearly in the TE Inception Report.

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.

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 ([hyperlink](#)).

The primary issues of concern to users that the TE needs to address are as follows:

- Have the project interventions in terms of capacity building been adequate enough to ensure that capacity for the planning and implementation of climate change adaptation and mitigation interventions are possible by all three spheres of government in Lesotho?
- Has the country's legal and policy framework been sufficiently bolstered by the project such that a suitably adequate enabling environment has been established for the planning and implementation of climate change adaptation and mitigation interventions at and by all three spheres of government in Lesotho?
- Are there sufficient examples of climate-smart land management interventions aimed at building community-based resilience to the projected impacts of climate change in the country, and are these of such a nature that they can be easily and cost-effectively up-scaled and replicated to other parts of the country?
- Have the interventions of the project at community level made a meaningful impact to the livelihoods of the beneficiaries such that it can be said that their resilience to and awareness of the projected impacts of climate change has been enhanced?

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

iv. 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

v. 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

vi. 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

vii. 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 F.

6. Expected Outputs and Deliverables

The TE consultant/team shall prepare and submit:

- TE Inception Report: TE team clarifies objectives and methods of the TE no later than 2 weeks before the TE mission. TE team submits the Inception Report to the Commissioning Unit and project

management. Approximate due date: (6 August 2021)

the end of the TE mission. Approximate due date: (10 September 2021)

- Draft TE Report: TE team submit with annexes *within 3 weeks* of the end of the TE mission. Approximate due date: (17 September 2021)
- Final TE Report* and Audit Trail: TE team submits revised report, with Audit Trail detailing how all
- Presentation: TE team presents initial findings to project management and the Commissioning Unit at

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: (8 October 2021)

However, in line with the UNDP's financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, 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.

*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.⁹

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 Country Office in Maseru, Lesotho

The Commissioning Unit will contract the consultants 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, set up stakeholder interviews, and arrange field visits. In the case of COVID-19 restrictions, UNDP liaising with Project Team will support the implementation of remote/virtual meetings and an updated stakeholder list with contacts details (phone and/or email) will be provided to the evaluation team.

8. Duration of the Work

⁹ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

The total duration of the TE will be approximately *35 working days*) over a time period of *19 weeks* starting 30 July 2021 and shall not exceed five months from when the TE team is hired. The tentative TE timeframe is as follows:

- *(22 July 2021):* Application closes
- *(23 July 2021):* Selection of TE Team
- *(30 July 2021):* Prep the TE team (handover of project documents)
- *(3 – 6 August):* 4 days: Document review and preparing TE Inception Report
- *(9-13 August):* 5 2021 days: Finalization and Validation of TE Inception Report- latest start of TE mission *(19 August -8 September 2021):* 15days TE mission: stakeholder meetings, interviews, field visits *(10 September 2021):* Mission wrap-up meeting & presentation of initial findings- earliest end of TE mission
- *(13 – 17 September 2021):* 5 days Preparation of draft TE report
- *(20 September 2021):* Circulation of draft TE report for comments
- *(6 – 8 October 2021):* 3 days Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
- *(15 October 2021):* Preparation & Issue of Management Response
- *(20 – 22 October 2021):* Expected date of full TE completion

The expected date start date of contract is *30 July 2021*.

9. Duty Station

Travel:

- International travel will be required to *Lesotho* during the TE mission;
- 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, international with experience and exposure to projects and evaluations in other regions and one team expert, usually from the country of the project*

The team leader will be responsible for the overall design and writing of the TE report, coordination of the allocation of work load between the team members, providing guidance to the process of review and evaluation of project document and reports, and primary liaison with the evaluation manager. The team expert will assess emerging trends with respect to regulatory frameworks, budget allocations, and work with the Project Team in developing the TE itinerary, while providing support to the team leader as agreed to in the contract negotiations and Inception process.

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

Education

- Master's degree in natural resource management or other closely related field with specific reference to land rehabilitation and climate change resilience (10%);

Experience

- Relevant experience with results-based management evaluation methodologies (10%);
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to Climate Change Adaptation (CCA-1: Reducing Vulnerability: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level. (5%));
- Experience in evaluating projects (15%);
- Experience working in *Africa, particularly Southern Africa* (5%);
- Experience in relevant technical areas for at least *10 years* (10%);
- Demonstrated understanding of issues related to gender and Climate Change Adaptation (CCA-1: Reducing Vulnerability: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level); experience in gender responsive evaluation and analysis (5%);
- Excellent communication skills (5%);
- Demonstrable analytical skills (5%);
- Project evaluation/review experience within United Nations system will be considered an asset

Language

- Fluency in written and spoken English.

10.2 Team Expert

Education

- Master's degree in natural resource management or other closely related field with specific reference to land rehabilitation and climate change resilience (10%);

Experience

- Relevant experience with results-based management evaluation methodologies (10%);

- Experience applying SMART indicators and reconstructing or validating baseline scenarios (5%); □ Competence in adaptive management, as applied to Climate Change Adaptation (CCA-1: Reducing Vulnerability: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level. (5%));
- Experience in evaluating projects (10%);
- Experience working in Lesotho (10%);
- Experience in relevant technical areas for at least 10 years (10%);
- Demonstrated understanding of issues related to gender and Climate Change Adaptation (CCA-1: Reducing Vulnerability: Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level.; experience in gender responsive evaluation and analysis (5%);
- Excellent communication skills (5%);
- Demonstrable analytical skills (5%);
- Project evaluation/review experience within United Nations system will be considered an asset.

Language

- Fluency in written and spoken English.
- Fluency in written and spoken Sesotho.

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.

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 US\$135 for Maseru and US\$91 for Mhahles Hoek, 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 indicating the following reference “Consultant for Terminal Evaluation of “*Reducing vulnerability from climate change in the Foothills, Lowlands and the Lower Senqu River Basin (PIMS 4630)*” should be submitted by email at the following address ONLY: ls.procurement@undp.org by **(12:00 am on 4 June 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 applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

16. Annexes to the TE ToR

Suggested ToR annexes include:

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- 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

Annexes to Terminal Evaluation Terms of Reference

[Share ToR Annexes directly with short-listed applicants. Include link to 'Guidance for Conducting Terminal Evaluations of UNDP-Supported GEF-Financed Projects' and other existing literature or documents that will help candidates gain a better understanding of the project situation and the work required.]

- **ToR Annex A: Project Logical/Results Framework**
- **ToR Annex B: Project Information Package to be reviewed by TE team**
- **ToR Annex C: Content of the TE report**
- **ToR Annex D: Evaluation Criteria Matrix template**
- **ToR Annex E: UNEG Code of Conduct for Evaluators**
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ToR Annex A: Project Logical/Results Framework

<p>This project will contribute to achieving the following UNDP Country Programme Outcome as defined in CPAP or CPD: <i>Outcome 2:</i> By 2017 Lesotho adopts environmental management practices that promote a low-carbon, climate-resilient economy and society, sustainably manages natural resources and reduces vulnerability to disasters.</p>					
<p>UNDP Country Programme Outcome indicators: Number of national/sectoral policies and strategies that promote low-carbon, climate resilient economy and society; number of national/sectoral policies that promote conservation of natural resources; and number of local communities that implement disaster risk reduction measures.</p>					
<p>Primary applicable Key Environment and Sustainable Development Key Result Area: Promote climate change adaptation</p>					
<p>Applicable Global Environment Facility (GEF) Strategic Objective and Programme: <i>CCA-1: Reducing Vulnerability:</i> Reduce vulnerability to the adverse impacts of climate change, including variability, at local, national, regional and global level. <i>CCA-2: Increasing Adaptive Capacity:</i> Increase adaptive capacity to respond to the impacts of climate change, including variability, at local, national, regional and global level.</p>					
<p>Applicable Least Developed Countries Facility (LDCF) Expected Outcomes: <i>Outcome 1.1:</i> Mainstreamed adaptation in broader development frameworks at country level and in targeted vulnerable areas. <i>Outcome 1.2:</i> Reduced vulnerability in development sectors. <i>Outcome 2.1:</i> Increased knowledge and understanding of climate variability and change-induced risks at country level and in targeted vulnerable areas. <i>Outcome 2.3:</i> Strengthened awareness and ownership of adaptation and climate risk reduction processes at local level.</p>					
<p>Applicable GEF Outcome Indicators: <i>Indicator 1.1.1:</i> Adaptation actions implemented in national/sub-regional development frameworks. <i>Indicator 1.2.5:</i> Number of people benefitting from climate-smart ecosystem rehabilitation and management practices through implementation of hard and soft measures to reduce vulnerability. <i>Indicator 2.1.1:</i> Relevant risk information disseminated to stakeholders. <i>Indicator 2.3.1:</i> % of targeted population awareness of predicted adverse impacts of climate change and appropriate responses.</p>					
Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
<p>Project Objective: To mainstream climate risk considerations in the Land Rehabilitation Programme of Lesotho for improved ecosystem resilience and reduced vulnerability of livelihoods to climate shocks.</p>	<p>The use of climate-driven vulnerabilities and cost-effective planning to inform the implementation of the Land Rehabilitation Programme.</p>	<p>Climate change risks are not integrated into the Land Rehabilitation Programme. Target sites are chosen on an <i>ad hoc</i> basis. Rehabilitation and management measures are not tailored to specific ecosystems.</p>	<p>Climate-driven vulnerabilities and cost-effective planning are used to inform site prioritisation of target sites and the implementation of appropriate climate-smart ecosystem rehabilitation and management measures.</p>	<p>Climate driven vulnerability assessments and cost-benefit analysis Project implementation report Review of Land Rehabilitation Programme practices</p>	
<p>Outcome 1: Increased technical capacity of the Ministry of Forestry and Land Reclamation and relevant departments to apply up-to-date climate science for the management of evolving risks and</p>	<p>Capacities of the Ministry of Forestry and Land Reclamation and relevant departments to identify, prioritise, implement, monitor and evaluate adaptation measures.</p>	<p>Baseline estimated at a score of 3. Baseline to be verified during year 1 of project implementation.</p>	<p>Capacity increased to a score of 7. Target to be verified during year 1 of project implementation.</p>	<p>To capture evidence of the capacity of institutions to identify, prioritise, implement, monitor and evaluate adaptation measures, a scoring methodology that considers the following five criteria, expressed as questions:</p>	<p>Assumptions The geo-based, climatic, agroecological and hydrological information system established during the project will support climate-smart ecosystem</p>

Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
uncertainty linked to climate change.				<p>(f) Does the institution have access to and does it make use of climate information in decision- making?</p> <p>(g) Are climate change risks as well as appropriate adaptation strategies and measures integrated into relevant institutional policies, processes and procedures?</p> <p>(h) Does the institution have adequate resources to implement such policies, processes and procedures?</p> <p>(i) Are there clear roles and responsibilities within the institution, and effective partnerships outside the institution to address adaptation?</p> <p>(j) Is the institution equipped to monitor, evaluate and learn from its adaptation actions?</p> <p>Each question is answered with an assessment and score for the extent to which the associated criterion has not been met: not at all (=0), partially (=1) or to a large extent/completely (=2). An overall score is calculated, with a maximum score of 10 given five criteria.</p>	<p>rehabilitation and management measures.</p> <p>Trainees leave training with improved capacity.</p> <p>Risks</p> <p>The geo-based agro-ecological, climatic and hydrological information system is not sustained beyond the lifetime of the project.</p> <p>Poor uptake of training on climate-smart ecosystem rehabilitation and management measures</p>

Output 1.1 A geo-based climatic agroecological and hydrological information system to support	A geo-based climatic, agro-ecological and hydrological information system formulated, tested in pilot area and ready for	Lack of a coordinated information system that compiles GIS information on	By the end of the first year, a geo-based climatic, agroecological and hydrological	Maps and vulnerability assessments generated utilising the geo-based climatic, agro-	
Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
better planning for climate change adaptation and mitigation under the Land Rehabilitation Programme established.	upscaling to the rest of the districts in Lesotho.	climatic, agro-ecological and hydrological variables.	information system developed.	ecological and hydrological information system.	
Output 1.2 A socio-economics unit in the Ministry of Forestry, Range and Soil Conservation strengthened.	A socio-economics unit is established within the Ministry of Forestry and Land Reclamation.	No dedicated unit considering social capital issues in the selection of intervention methods.	At project termination, a socio-economics unit is established and is operational.	Socio-economics unit Project implementation report Assessments Cost benefit-analysis	
Output 1.3 Assessment of climate-driven vulnerability in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils and costbenefit analysis of specific adaptation and mitigation interventions conducted.	Number of climate-driven vulnerability assessments and cost-benefit analyses of specific adaptation interventions undertaken for each of the selected Community Councils. (Adapted from AMAT 2.1.1.2)	No rigorous assessments of climate-driven vulnerability or cost benefit analyses of climate change adaptation interventions undertaken at the level of Community Councils.	At project termination 2 climate-driven vulnerability assessment and 2 costbenefit analysis of specific adaptation interventions undertaken for each of the Community Councils identified.	Project implementation report	
Output 1.4 Technical guidelines for climate change adaptation and mitigation interventions developed	Number of technical guidelines on climate change adaptation and mitigation interventions identified for the selected Community Councils.	No guidelines on climate change adaptation and mitigation interventions have been developed for the selected Community Councils.	At project termination 10 technical guidelines on climate change adaptation and mitigation interventions produced for the selected Community Councils.	Technical guidelines Project implementation report	

Output 1.5: Training of technical staff of engineering, planning and monitoring sections of the Ministry of Forestry, Range and Soil Conservation on climate science conducted.	Number staff trained in climate science from engineering, planning and monitoring sections (data disaggregated by gender & unit).	No staff trained as of 2015.	4 staff successfully trained (with engineering unit =1, planning unit = 2, monitoring unit =1).	<ul style="list-style-type: none"> •Completion certificates •Training course reports •Project implementation reports 	
Output 1.6:	Strategy for maintaining technical capacity of	No strategy for maintaining technical capacity at MFRSC	A strategy for maintaining technical capacity at	•Finalised operational Strategy	

Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
A strategy for maintaining technical capacity in the Ministry of Forestry, Range and Soil Conservation and relevant departments developed and implemented.	relevant departments and agencies in place. (Definition: with extent of development scored as follows: (a) Not yet started = 0; (b) Partial development/in draft =1 or (c) completed and approved =2).	and relevant departments as of 2015.	MFRSC is developed and implemented by 2020		
Outcome 2: Communities empowered with skills, knowledge, partnerships and institutions for managing natural resources to reduce vulnerability to climate change and increase resilience of natural and social capital (over 7,000 households with potential for upscaling to cover over 20,000).	% of targeted population awareness of predicted adverse impacts of climate change and appropriate responses (score) – disaggregated by gender. 1= No awareness level (<50% correct) 2= Moderate awareness level (50-75% correct) 3= High awareness level (>75% correct)	(RVCC Socio-economics baseline study, 2017). Khoelenya Community Council – 36.0% Lithipeng Community Council – 39.8% Thaba-Mokhele Community Council - 56%	Khoelenya Community Council - 65% Lithipeng Community Council - 70% Thaba- Mokhele Community Council - 80%	•Socio-economic surveys	Assumptions Communities see climate-smart ecosystem rehabilitation and management measures as desirable given development imperatives as well as lifestyle preferences, and support project interventions.

<p>Output 2.1</p> <p>Training of technical staff of the District Technical Teams, Community Councils staff and land managers on restoring and managing ecosystems and agroecological landscapes in a climate-smart manner designed and implemented.</p>	<p>Number of technical staff trained in climate change adaptation, including restoring and managing ecosystems and agroecological landscapes (disaggregated by gender).</p>	<p>Technical staff of the District Technical Teams, Regional Council staff and land managers have received limited training on climate change adaptation.</p>	<p>Within the first year of the project, at least 50 technical staff of the District Technical Teams, District and Community Council staff and land managers trained in climate change adaptation, including restoring and managing ecosystems and agroecological landscapes. Trainees must include representatives from the Mophale's Hoek District and the Lithipeng, Khoelenya</p>	<p>Field visits Surveys Project implementation report</p>	<p>Chiefs support project interventions and facilitate roll out within their constituencies.</p> <p>Risks</p> <p>Communities are unwilling to adopt new climate-smart ecosystem rehabilitation and management measures.</p> <p>Chiefs in target areas unwilling to support project interventions.</p>
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Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
<p>Output 2.2</p> <p>Local community members from the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils trained on the implementation and maintenance of climate-smart ecosystem rehabilitation and management interventions.</p>	<p>Number of Local community members participating in training programmes on implementation of climatesmart ecosystem rehabilitation and management measures and the number of projects implemented (data disaggregated by gender).</p>	<p>No Local community members trained as of 2015.</p>	<p>and Thaba-Mokhele Community Councils. 7,000 Local community members trained by 2020</p>	<p>Training course reports, attendance lists and completed evaluation forms Project implementation reports</p>	<p>High staff turnover and poor institutional memory result in disruptions or delays in project implementation and coordination.</p>

Output 2.3 Inter-council and rehabilitation committee established in the Lithipeng, Khoelenya and ThabaMokhele Community Councils.	Inter-council land rehabilitation committees established and operational (include membership data disaggregated by gender).	No inter-council land rehabilitation committees operational as of 2015.	1 Inter-council land rehabilitation committee established and operational by 2018	Terms of Reference for the committee Minutes of committee meetings	
Outcome 3: Over 50,000 ha of land across the Foothills, Lowlands and the Lower Senqu River Basin rehabilitated through operationalization of the climatesmart Land Rehabilitation Programme.	The number of ha of land successfully protected, better managed and rehabilitated under the climate-smart Land Rehabilitation Programme.	0 Ha of land under climatesmart LRP as of 2015.	By project end-point, at least 50,000 ha of land in the Foothills, Lowlands and the Lower Senqu River Basin under climate-smart LRP.	Field visits and physical assessments Data collection at project sites Project implementation reports	Assumptions Cost-effective climate-smart ecosystem rehabilitation and management measures will be identified. Risks Climate-smart ecosystem rehabilitation and management measures are not cost-effective.
Output 3.1 Climate-smart ecosystem rehabilitation and management interventions in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils completed.	Number of households across three Community Councils adopting climatesmart livelihood strategies (disaggregated by gender). (Adapted from AMAT 2.3.1.2)	No households adopting climate-smart livelihood strategies as of 2015.	At least 7,000 households engaging in climate change adaptation activities, including climate-smart farming or agro-forestry practices.	M&E Strategy Field visits and physical assessments Data collection at project sites Project implementation report	

Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
	Appropriate climate-smart ecosystem rehabilitation and management interventions identified, including inter alia conservation, agro-forestry and water harvesting for the Lithipeng, Khoelenya and Thaba Mokehle Community Councils.	Climate-smart ecosystem rehabilitation and management interventions are not currently implemented in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils.	By project end-point at least 50% of conventional management systems are replaced by climate-smart ecosystem rehabilitation and management interventions implemented in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils.	Field visits and physical assessments Data collection at project sites	

<p>Output 3.2</p> <p>A long-term strategy for monitoring and evaluating climate-smart ecosystem restoration and management interventions using grass cover as a proxy for rangeland productivity established at the Ministry of Forestry, Range and Soil Conservation and relevant departments.</p>	<p>Number of functioning long-term monitoring field sites established at intervention sites for measuring the effects of climate-smart ecosystem rehabilitation and management interventions on relevant ecosystem services.</p>	<p>Monitoring is limited to recording of outputs from quarterly and annual reports – because the LRP has no Monitoring and Evaluation Unit.</p>	<p>By project end-point, at least 3 long-term monitoring sites – including a control, experiment and benchmark – established within each of the agroecological zones – the Foothills, Lowlands and the Lower Senqu River Basin.</p>	<p>M&E Strategy</p> <p>Field visits and physical assessments</p> <p>Data collection at project sites</p> <p>Project implementation report</p>	
<p>Outcome 4:</p> <p>National strategies for rangelands and wetlands management strengthened by the integration of climate change/variability and ecosystems management.</p>	<p>Number of briefs on suggested policy revisions to the rangeland and wetland management strategies developed by the LDCF-financed project to address climate change and ecosystem management.</p>	<p>National strategies do not adequately include climate risk considerations.</p>	<p>By project end-point, at least two policy briefs developed that include recommendations for the incorporation of climate risk considerations into each of the national rangeland and wetland management strategies.</p>	<p>Review of recommendations for national strategies</p> <p>Revised/updated national strategies with specific sections on climate change adaptation policy</p> <p>Project implementation report</p>	<p>Assumptions</p> <p>Recommendations for policies, strategies and plans will be accepted and mainstreamed.</p> <p>Risks</p> <p>Policies, strategies and plans are not accepted by decision-makers or local communities and cannot be enforced</p>
<p>Output 4.1</p>	<p>Existence of policy guidelines on integration of climate science in the</p>	<p>No policy guidelines for incorporating climate science in the review/formulation</p>	<p>At least two policy guidelines for incorporating climate science in the</p>	<p>•Policy guidelines</p>	

Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
<p>Policy guidelines for incorporating climate science in the review/formulation processes of national sectoral strategies by the Departments of Rangelands Management and Water Affairs produced and disseminated.</p>	<p>review/formulation processes of national sectoral strategies.</p>	<p>processes of national sectoral strategies as of 2015.</p>	<p>review/formulation processes of national sectoral strategies (rangeland, cropland, and wetland management) developed by end 2020.</p>	<p>•Revised/updated national strategies with specific sections on climate change adaptation and mitigation</p> <p>•Project implementation report</p>	

<p>Outcome 5:</p> <p>NSDP mainstreamed into local development strategies to support the constituency-wide adoption of the climate-smart Land Rehabilitation Programme</p>	<p>Climate change adaptation (as provided for in the NSDP) integrated into local development strategies. (adapted from AMAT 1.1.1)</p>	<p>Development strategies do not adequately include climate change (as provided for in the NSDP).</p>	<p>By project end-point, climate change adaptation is integrated into development strategies. (A score of 2= integrated to a large extent/completely)</p>	<p>The extent to which climate change adaptation (as provided for in the NSDP) is integrated into local development strategies will be scored as follows: not at all (=0), partially (=1) or to a large extent/completely (=2).</p>	<p>Assumptions</p> <p>Recommendations for sectoral policies, strategies and plans will be accepted and mainstreamed.</p> <p>Risks</p> <p>Sectoral ministries are unwilling to adopt recommendations on policies.</p>
<p>Output 5.1</p> <p>Strategy for improved coordination between District and Community Council development teams to reduce vulnerability to extreme climatic events in the Foothills, Lowlands and the Lower Senqu River Basin developed.</p>	<p>Appropriate coordination strategy – tailored for inter-ministerial and departmental coordination at the District and Community Council levels – is clearly defined.</p>	<p>No strategy in place to ensure coordination between District and Community Council development teams</p>	<p>By project mid-point, a coordination strategy is clearly defined.</p> <p>By project end-point, the coordination strategy is implemented.</p>	<p>Coordination strategy</p> <p>Project implementation report</p>	
<p>Output 5.3</p> <p>Policy recommendations for the integration of climate risk considerations in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils' development plans, as well as the Mohale's Hoek District development plan implemented.</p>	<p>One Local Government development plan each for Mohale's Hoek District and in each of the Community Councils.</p>	<p>There is no programmatic approach to mainstreaming climate risk considerations into development plans.</p>	<p>Four development plans, one for the Mohale's Hoek District and one each for the three Community Council areas, are completed with climate change risk considerations fully integrated.</p>	<p>Policy briefs</p> <p>Local Government Development Plans</p> <p>Project implementation report</p>	

Outcome	Indicator	Baseline	Target	Source of verification	Risks and assumptions
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<p>Output 5.4</p> <p>Training on climate-resilient construction; climate-smart land use and water resources planning; and climate risk management designed and implemented for staff of structural engineering unit, urban and rural infrastructure planning units, local authorities, district planning units, Ministry of Development Planning, and teaching staff from technical colleges and vocational training institutes.</p>	<p>Number of people trained by the LDCF-financed project on climate-resilient construction; land use and water resources planning; climate risk problems; and risk reduction and management measures (disaggregated by gender).</p>	<p>Limited training has been conducted on climateresilient construction; land use and water resources planning; climate risk problems; and risk reduction and management measures.</p>	<p>By project end-point, at least 100 people (50% women and 50% men) trained. Trainees must include representatives from local authorities; district planning units; structural engineers; urban and rural infrastructure planners; officers of the Ministry of Development Planning, Ministry of Finance; and teaching staff from technical colleges and vocational training institutes.</p>	<p>Climate change adaptation modules for training courses</p>	
<p>Output 5.5</p> <p>Best practices and documentation on climate-smart land management, adaptation and mitigation in the Lithipeng, Khoelenya and Thaba-Mokhele Community Councils disseminated through existing national and international platforms.</p>	<p>Best practices identified and guidelines developed for climate-smart land management in the Khoelenya, Lithipeng and Thaba-Mokhele Community Councils.</p>	<p>No guidelines for best practices and climate-smart land management.</p>	<p>By project end-point, three best practice guidelines developed for (i) range management, (ii) food security, and (iii) sustainable livelihoods in the Khoelenya, Lithipeng and Thaba-Mokhele Community Councils.</p>	<p>Developed guidelines</p>	

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

Add documents, as required

ToR Annex C: Content of the TE report

v. 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
- vi. Acknowledgements
- vii. Table of Contents
- viii. Acronyms and Abbreviations
- ### 7. 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

8. 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

9. 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

10. Findings

(in addition to a descriptive assessment, all criteria marked with (*) must be given a rating¹⁰)

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

4.3 Project Implementation

¹⁰See ToR Annex F for rating scales.

- 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)

4.4 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

11. Main Findings, Conclusions, Recommendations & Lessons

- Main Findings
- Conclusions
- Recommendations
- Lessons Learned

12. 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).

<p>Evaluators/Consultants:</p> <ol style="list-style-type: none"> 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. <p>Evaluation Consultant Agreement Form</p> <p>Agreement to abide by the Code of Conduct for Evaluation in the UN System:</p> <p>Name of Evaluator: _____</p> <p>Name of Consultancy Organization (where relevant): _____</p> <p>I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.</p> <p>Signed at _____ (Place) on _____ (Date)</p> <p>Signature: _____</p>
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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>
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Evaluation Ratings Table	
Monitoring & Evaluation (M&E)	Rating ¹¹
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	

ToR Annex G: TE Report Clearance Form

Terminal Evaluation Report for (Project Title & UNDP PIMS ID) Reviewed and Cleared By:

¹¹ 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)

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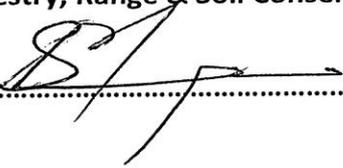
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Lefu Manyokole Signature:  Date: 12/07/2021

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