**TERMS OF REFERENCE**

**(Individual Contractor Agreement)**

**Title:** Project Management Support – Advisor

**Project:**  FSP OP6 Kazakhstan

**Duty station:** Home Based

**Section/Unit:** NYSC SDC GMS

**Contract/Level:** ICS-11/IICA-3

**Supervisor:** Kirk Bayabos, Head of Cluster

**1. General Background**

UNOPS supports partners to build a better future by providing services that increase the efficiency, effectiveness and sustainability of peace building, humanitarian and development projects. Mandated as a central resource of the United Nations, UNOPS provides sustainable project management, procurement and infrastructure services to a wide range of governments, donors and United Nations organizations.

New York Service Cluster (NYSC) supports the United Nations Secretariat, as well as other New York-based United Nations organizations, bilateral and multilateral partners in the delivery of UNOPS mandate in project management, infrastructure management, and procurement management

Sustainable Development Cluster (SDC) supports diverse partners with their peacebuilding, humanitarian and development operations. It was formed by combining the following portfolios: Grants Management Services (GMS), UN Technology Support Services (UNTSS), Development and Special Initiatives Portfolio (DSIP) It provides Services to partners' programmes that are designed, structured, and managed with a global perspective and primarily serving partners that are headquartered in New York. The SDC has a footprint of approximately 125 countries.

UNOPS has signed an agreement with the UNDO CO of Kazakhstan to implement the project activities for the Small Grants Programme.

In accordance with UNDP and GEF M&E policies and procedures, all full-sized projects supported by the GEF should undergo a Terminal Evaluation (TE) upon completion of implementation. The Final Evaluation is intended to assess the relevance, performance and success of the project. It looks at signed of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global and national environmental goals. The Final Evaluation also identifies/documents lessons learned and makes recommendations that project partners and stakeholders might use to improve the design and implementation of other related projects and programmes.

The Final Evaluation is to be undertaken in accordance with the “GEF Evaluation Policy” (see http://www.gefieo.org/sites/default/files/ieo/evaluations/files/gef-me-policy-2019\_2.pdf ).

This Terms of Reference (ToRs) sets out the expectations for the TE of the full-sized project titled Sixth Operational Phase of the GEF Small Grants Programme in Kazakhstan (PIMS#5469) implemented through the United Nations Office for Project Services (UNOPS). The project started on 17 July 2017 and is in its fourth year of implementation. The TE process must follow the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’.

The **objective** of the Sixth Operational Phase of the GEF Small Grants Programme in Kazakhstan (PIMS#5469) full-sized project is to support community-level organizations in steppe and desert landscapes in developing and implementing adaptive management projects that build social, economic, and ecological resilience based on, and reinforced, by global environmental and local sustainable development benefits.

The Project has two main Components: (i) Resilient rural and peri-urban landscapes of steppe and desert ecosystems for sustainable development and global environmental protection; and (ii) Knowledge Generation and Management, Information-sharing and Dissemination of Lessons Learned.

Under Component 1, the project supports measures to improve community-based capacities and resources to promote and build ecosystem resilience through resource management planning at the landscape level and supporting measures to avoid GHG emissions by improving the adoption of energy efficient and renewable energy technologies and sequestering carbon through restoration of natural forests from cost-effective community-based efforts. Under this Component, the project also seeks to build synergies and linkages among various community-level interventions, so as to harmonize them, increase value-added of existing initiatives, promote social cohesion and generate greater impacts and results on the landscape through cumulative interventions. Under Component 2, the outcomes and components primarily address knowledge management. Items under this component seeks to harness that knowledge, apply it to different areas, replicate it and share it with relevant stakeholders.

Under Component 1, the work of the Project focused on supporting NGOs and CBOs locally-implemented projects and ensuring successful implementation of the entire grant portfolio. Of 49 projects for a total amount of $ 1,527,383 covering seven focus landscapes and three thematic areas: biodiversity conservation (10 projects), climate change (16 projects), and land degradation (19 projects), and also including capacity development, awareness raising & results analysis, policy dialogue and baseline assessment projects (4 projects).

The project portfolio has ensured that 1) new pilot sites have been created in each focus region and existing pilot sites have been strengthened using various approaches and technologies, which make it possible to clearly demonstrate to stakeholders the benefits of green technologies; 2) projects cover various focus groups: small and medium-sized farms, private households, schools, colleges, social facilities (centers for people with disabilities, crisis centers for women, centers for disabled children, etc.), the multi-apartment housing sector, dacha cooperatives, fishing associations, rural cooperatives, hunting islands, protected areas, etc.; which has made possible to demonstrate the efficiency of the implemented technologies at various sites for different focus groups; 3) each thematic project portfolio includes different approaches. For example, the projects on animal husbandry cover distant pasture grazing, sustainable pasture rotation schemes, various approaches in feed production, introduction of digital technologies in the livestock monitoring system, etc. 4) each project implements educational and informational work, which ensures more widely covering the experience and achievements of the project, and raising awareness of the interested stakeholders. In general, this complex strategy has approached a variety of technologies and methods applied for a certain problem in different conditions and facilities.

The grant projects allowed reaching more than 30,000 people through direct participation in the project activities and educational events, information campaigns, actions, etc. A wide range of participants in all regions (81 organizations in total), such as NGOs, LLPs, rural cooperatives, social facilities, schools, colleges, and farms have strengthened their potential and gained practical knowledge in sustainable development, and also how to apply green technologies to improve local communities livelihoods.

Given the importance of the gender aspect, it should be noted that several important indicators of strengthening the role of women have been achieved: 1) out of 59 members of the multistakeholder groups 51% are women; 2) out of 49 grant projects 26 CBOs (or 53%) are led by women.

Quarantine measures implemented in the country starting mid-March 2020 till now have impacted the grant projects’ activities. In particular, agricultural projects, some renewable energy and energy efficiency projects, ecotourism projects, beekeeping, etc. have to re-plan, and even postpone project activities to a later time. This did not make it possible to implement the planned activities and conduct a full analysis of the results achieved in 2020. Thanks to adaptive management plans timely developed for each grant project and regularly monitored by the Project team, most of the projects were able to quickly respond to changing situation and adapt the project activities accordingly to ensure achieving the project tasks and goals.

Within Component 2, 17 grant project results have been analyzed and lessons learned documents have been developed. The analysis includes the projects on EE lighting, waste collection, energy-efficient furnaces, solar installations, solar water heating system, adaptation water and land-saving practices, sustainable livestock grazing schemes, medicine plants gardens, sustainable agroforestry approaches, and others. To strengthen coordination and experience sharing between projects and landscapes, a number of project exchange visits were carried out. To broadly share grant projects ‘results were widely covered in social networks (55 posts were prepared and posted on the activities of the SGP and projects on the SGP website and SGP FB and Instagram), articles about projects were published etc.

According to the project document, the project should be completed by August 2020. Based on the GEF Mid-Term Review conducted in 2019 and its recommendations, in order to enable the project to meet its commitments in relation to completion of the community-based grant projects, analyzing achievements to generate knowledge products containing lessons learned and results, replication of successful measures and technologies, a 10-months no-cost extension was requested in February 2020 and approved by the GEF within the project originally approved budget. To mitigate the risks associated with Covid-19 additional four months no-cost extension till October 2021 was initiated and approved by the GEF. This gives the Project enough time to successfully complete all the project activities, to ensure evaluation of the results achieved, generate and disseminate knowledge products and to replicate technologies and approaches in the aftermath of the pandemic. Due to the Project extension for 14 months, the Terminal Evaluation is re-scheduled for July 2021.

The project initially addressed UNDP CPD 2016-2020 Outcome 1.3: Ecosystems and natural resources are protected and sustainably used, and human settlements are resilient to natural and human-induced disasters and climate change. Due to approval of the UNDP CPD 2021-2025 the project contributes to Outcome 4: By 2025, all people in Kazakhstan, in particular most vulnerable, benefit from increased climate resilience, sustainable management of environment and clean energy, and sustainable rural and urban development, and related strategic plan// Outcome 2. Accelerate structural transformations for sustainable development// Output 4.1: Solutions developed, and resources mobilized for more sustainable use of ecosystems for the improvement of the well-being of local communities and nature.

The project is implemented by UNDP and executed by UNOPS through the existing mechanism of the GEF Small Grants Program, including the approval of each initiative by the SGP National Steering Committee and proper follow-up and monitoring to be provided under the leadership of the SGP Upgrading Country Program Coordinator. Total project budget is US$ 7,352,126, US$2,649,726 of which is a contribution from GEF.

The incumbent of this position will be a personnel of UNOPS under its full responsibility.

**2. Purpose and Scope of Assignment**

The objective of the evaluation is to assess the achievement of project objectives, the affecting factors, the broader project impact and the contribution to the general goal/strategy, and the project partnership strategy.

The Project Management Support - Advisor will be working remotely, supported by the National Consultant to be hired on a short-term IC Contract via UNDP CO and based in Kazakhsttan, who will facilitate the Project Management Support – Advisor and provide necessary substantive and operational support in carrying out this evaluation.

Project success will be measured based on the Project Logical Framework (see Annex 1), which provides clear performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will assess the aspects as listed in evaluation report outline attaching in Annex 2.

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

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

The specific design and methodology for the TE should emerge from consultations between the Project Management Support - Advisor and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The Project Management Support - Advisor must use gender-responsive methodologies and tools and ensure that gender equality and women’s empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

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

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

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

**3. Monitoring and Progress Controls**

The TE is a mandatory evaluation of the GEF and must be performed by an external Consultant prior to the conclusion or effective closure of the Project. The TE for SGP Kazakhstan is scheduled to take place in June-July 2021.

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

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

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report must provide evidence-based information that is credible, reliable and useful.

The Project Management Support – Advisor is responsible for the below mentioned findings which will be delivered in the Findings Section of the TE Report. A full outline of the TE report’s content is provided in ToR Annex C.

The asterisk “(\*)” indicates criteria for which a rating is required.

Findings

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

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)

Project Results

Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements

Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)

Sustainability: financial (\*) , socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)

Country ownership

Gender equality and women’s empowerment

Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)

GEF Additionality

Catalytic Role / Replication Effect

Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

The Project Management Support - Advisor will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.

The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women’s empowerment.

Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.

The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the Project Management Support - Advisor should include examples of good practices in project design and implementation.

It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The total duration of the TE will be approximately 35*working days* over a time period of *12 weeks* starting on 5 *July 2021*. The tentative TE timeframe is as follows:

|  |  |
| --- | --- |
| Timeframe | Activity |
| *20 June 2021* | Application closes |
| *5 July 2021* | Selection of Project Management Support - Advisor |
| *6-11 July 2021* | Preparation period for Project Management Support - Advisor (handover of documentation) |
| *10-11 July 2021* | Document review and preparation of TE Inception Report |
| *16 July 2021* | Validation of TE Inception Report |
| *20-29 July 2021* | Stakeholder meetings, interviews, etc. |
| *2 August 2021* | Wrap-up meeting & presentation of initial findings; |
| *3-23 August 2021* | Preparation of draft TE report |
| *24 August 2021* | Circulation of draft TE report for comments |
| *31 August 2021* | Incorporation of comments on draft TE report into Audit Trail & finalization of TE report |
| *7 September 2021* | Preparation and Issuance of Management Response |
| *10 September 2021* | Expected date of full TE completion |

**TE DELIVERABLES**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| # | Deliverable | Description | Timing | Responsibilities |
| 1 | TE Inception Report | Project Management Support - Advisor clarifies objectives, methodology and timing of the TE | *16 July* | Project Management Support - Advisor submits Inception Report to RTA, UNOPS and Project Team. |
| 2 | Presentation of the TE preliminary findings | Initial Findings | *2 August* | Project Management Support - Advisor presents to RTA, UNOPS and Project Team. |
| 3 | Draft TE Report | Full draft report *(using guidelines on report content in ToR Annex C)* with annexes | *23 August* | Project Management Support - Advisor submits to Commissioning Unit; reviewed by RTA, UNOPS, UNDP CO and Project Team |
| 5 | Final TE Report\* + Audit Trail | Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report *(See template in ToR Annex H)* | Within 5 days of receiving comments on draft report: *(31 August)* | Project Management Support - Advisor submits both documents to UNDP CO and RTA |

\*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO’s quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.[[1]](#footnote-1)

**4. Qualifications and Experience**

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

**a. Education**

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

**b. Work Experience**

Minimum 7 years’ experience in environmental management, sustainable development or a related field

Knowledge of and experience with UNDP and/or GEF projects is required

Experience with the GEF Small Grants Programme is an advantage

Experience with results-based monitoring and evaluation methodologies

Demonstrated understanding of issues related to Gender and Biodiversity Conservation, Climate Change and Land Degradation is an asset

Fluency in English, spoken and written

**c. Key Competencies**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | | Develops and implements sustainable business strategies, thinks long term and externally in order to positively shape the organization. Anticipates and perceives the impact and implications of future decisions and activities on other parts of the organization. | | |
|  | | Treats all individuals with respect; responds sensitively to differences and encourages others to do the same. Upholds organizational and ethical norms. Maintains high standards of trustworthiness. Role model for diversity and inclusion. | | |
|  | | Acts as a positive role model contributing to the team spirit. Collaborates and supports the development of others. **For people managers only:** Acts as positive leadership role model, motivates, directs and inspires others to succeed, utilising appropriate leadership styles | | |
|  | | Demonstrates understanding of the impact of own role on all partners and always puts the end beneficiary first. Builds and maintains strong external relationships and is a competent partner for others (if relevant to the role). | | |
|  | | Efficiently establishes an appropriate course of action for self and/or others to accomplish a goal. Actions lead to total task accomplishment through concern for quality in all areas. Sees opportunities and takes the initiative to act on them.  Understands that responsible use of resources maximizes our impact on our beneficiaries. | | |
|  | | Open to change and flexible in a fast-paced environment. Effectively adapts own approach to suit changing circumstances or requirements. Reflects on experiences and modifies own behaviour. Performance is consistent, even under pressure. Always pursues continuous improvements. | | |
|  | | Evaluates data and courses of action to reach logical, pragmatic decisions. Takes an unbiased, rational approach with calculated risks. Applies innovation and creativity to problem-solving. | | |
|  | | Expresses ideas or facts in a clear, concise and open manner. Communication indicates a consideration for the feelings and needs of others. Actively listens and proactively shares knowledge. Handles conflict effectively, by overcoming differences of opinion and finding common ground. | | |
| Project Authority (Name/Title):Kirk Bayabos  Head of Cluster | | | Contract holder (Name/Title): | | |
|  | |  |  | |  |
| Signature | | Date | Signature | | Date |

Annex A. PROJECT RESULTS AND STRATEGIC FRAMEWORK

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **This project will contribute to the following Sustainable Development Goals:** please see page 28 in the ProDoc | | | | | |
| **This project will contribute to the following country outcome included in the UNDAF/Country Programme Document:** *Outcome 1.3 Ecosystems and natural resources are protected and sustainably used, and human settlements are resilient to natural and human-induced disasters and climate change.* | | | | | |
| **This project will be linked to the following output of the UNDP Strategic Plan:**  *Output 1. Selected settlements have adopted integrated models for sustainable growth*  *Output 3: Natural resources are protected, accounted for and integrated in national and/or sub-national development planning*  *Output 4. National and sub-national institutions have strengthened capacities in environmental governance in protected territories and adjacent settlements* | | | | | |
|  | **Objective and Outcome Indicators** | **Baseline** | **Mid-term Target** | **End of Project Target** | **Assumptions** |
| **Project Objective:**  Project Objective: To build the socio-ecological resilience of steppe and desert landscapes of Kazakhstan by securing global environmental benefits from community-based management of biodiversity, ecosystem function, and land, water, and biomass resources | Area under resilient landscape management whose biodiversity, agro-ecosystems, and sustainable livelihoods are protected | About 940,000 ha have received direct impact and 2.33 million ha of indirect impact (including agricultural lands, PAs and buffer zones) since the beginning of the SGP programme in 1998 | 25,000 hectares | 70,000 hectares | Sufficient number of communities working within the landscape, promoting a landscape approach, will lead to a tipping point in building landscape resilience through adoption of best practices |
| Number of community organizations and associations and direct beneficiaries disaggregated by gender, whose resilience is strengthened by experimenting, innovating and learning through landscape planning and management processes in the landscape | 285 community organizations whose experience has been strengthened through implementation of GEF SGP-funded projects in target landscapes in previous GEF SGP programme cycles | 30 | At least fifty organizations strengthened in technical, organizational and financial capacities  (at least 30% of community based organizations are led by women)  Average direct beneficiaries per project 50, total 2,500 persons | Community-organizations will rally around thematic environmental concerns to improve their practices |
| Increased use of renewable energy or energy efficiency technologies at community level | 15 renewable energy and energy efficiency technologies successfully tested in previous SGP phase | At least 4 energy efficient technologies piloted successfully in 7 pilot sites | At least 8 energy efficient technologies piloted successfully in 7 pilot sites  795.6 tons of CO2e over three years[[2]](#footnote-2) | Demonstrations and pilots will lead to broader uptake of energy efficient technologies |
| **Component 1: Resilient rural and peri-urban landscapes of steppe and desert ecosystems for sustainable development and global environmental protection** | | | | | |
| **Outcome 1.1**  Community Organizations in multi-stakeholder partnerships formulate and implement adaptive management plans to strengthen socio-ecological resilience of steppe and desert landscapes based on conservation, of biodiversity, sustainable management of land and water resources and adaptation to and mitigation of climate change. | Number of baseline participatory landscape assessments for targeted steppe and desert landscapes | 0 baseline participatory landscape assessments elaborated | At least 7 baseline landscape assessments (1 per oblast) | At least 7 baseline landscape assessments (1 per oblast) | There is fair representation of various interest groups residing in landscapes in developing the management plan and committing to strategies espoused within |
| **Outcome 1.2**  Multi-stakeholder landscape management groups, local policy-makers and sub-national advisors organized in landscape policy platforms discuss potential policy innovations based on analysis of project experience and lessons learned | Number of multi-stakeholder governance policy platforms which include participatory landscape / planning and adaptive management in the landscape | There exist 8 River Basin Councils that discuss water management issues (different uses, supply and irrigation) specific to each river basin. However, these do not assess watershed issues holistically or in terms of landscape approach. | 7 policy platforms’ organizational structures are elaborated | At least 7 functioning platforms (one per oblast), which include landscape policy considerations in their work-planning. | Platforms are effective mechanisms for informing policy development and planning |
| Number of strategies to achieve greater social and ecological resilience | Oblast level Environmental Management Council is a second multi-stakeholder platform yet does not fully include landscape strategies | 7 landscape strategies | At least 7 landscape strategies, one for targeted sites | Landscape strategies are useful and adaptive tools by which to plan sustainable interventions. |
| **Outcome 1.3**  Community organizations in target eco-systems build their adaptive management and organizational capacities by designing and implementing community and/or landscape level projects to sustain and revitalize biodiversity and ecosystem function; improve productivity and sustainability of production systems; develop viable livelihood alternatives; and strengthen formal and non-formal landscape governance institutions and mechanisms | Number and typology of community-based projects, implemented by CBOs and NGOs in partnership with others in the targeted landscapes, as outputs to achieve landscape level outcomes | 220 community-based projects implemented by CBOs and NGOs in target landscapes in the areas of climate change adaptation/mitigation, biodiversity conservation and land degradation. | 20 projects initiated and aligned with landscape strategies | 50-60 projects | New community-based projects supported by SGP will lead to fulfillment of landscape objectives |
| Increased area under management for biodiversity conservation and sustainable use | 750,000 ha of direct impact and about 2 million ha of indirect impact from previous phases of the SGP | 15,000 hectares | 50,000 hectares | Supporting community organizations will result in biodiversity conservation |
| Increased area of agricultural land under sustainable agro-ecological practices and systems that increase productivity and decrease land degradation | 190,000 ha of direct impact and 330,000 ha of indirect impact | 5,000 hectares | 10,000 hectares | Supporting community organizations will result in improved and sustainable agricultural practices |
| Increased area under climate-adaptive practices | 10,000 ha under climate-adaptive practices | 5,000 hectares | 10,000 hectares | Supporting community organizations will result in improved climate adaptive practices |
| Percentage of beneficiaries disaggregated by gender with increased incomes as a result of sustainable and/or alternative practices | Unknown to be calculated during baseline assessment | 15% | 40% | Improvement in soil quality and livestock health indicates socioeconomic benefits |
| Number of energy efficient and renewable technologies piloted successfully | 15 renewable energy and energy efficiency technologies successfully piloted in target landscapes | At least 4 technologies piloted | At least 8 technologies piloted | Communities will agree to try unfamiliar renewable energy technologies |
| **Outcome 1.4**  Successful technologies, practices and systems from community-based initiatives are replicated and promoted for up-scaling by multi-stakeholder partnerships using knowledge and lessons learned from identifying, testing and adapting community innovations for landscape and resource management | Number of new technologies, practices or systems successfully replicated and up-scaled beyond the landscapes | Zero | At least one new technology, practice or system is replicated and up-scaled through use of strategic projects | At least five new technologies, practices or systems are replicated and up-scaled beyond the landscapes through the use of strategic projects | Mechanisms are in place to replicate and upscale technologies at the national level |
| **Component 2- Knowledge Generation and Management, Information-sharing and Dissemination of Lessons Learned** | | | | | |
| **Outcome 2.1-**  Knowledge products and lessons learned are systematized, organized and disseminated for policy recommendations | Number of knowledge products (case studies, pamphlets, advocacy campaigns) | 65 SGP-supported projects analyzed, lessons learned documented and published | 5 lessons learned documents | 20-25 lessons learned documents developed; 7 case studies developed (1 per landscape)  100% of publications are gender-sensitive | Appropriate dissemination of lessons learned will result in widespread application |

**Annex 2. Evaluation Report: Sample Outline**

1. Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml> [↑](#footnote-ref-1)
2. See Annex L of the ProDoc on estimation of lifetime direct GHG emissions avoided from the Sixth Operational Phase of the GEF SGP in Kazakhstan. [↑](#footnote-ref-2)