

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

## BASIC CONTRACT INFORMATION

**Job Title: International Consultant- GEF Terminal Evaluation**

**Location: Home based, with one mission to Sri Lanka for 9 days (in-country) depend on COVID-19 context**

**Type of Contract: Individual Contract (International)**

**Reports to: Team Leader and Policy Specialist (Climate and Environment Team, UNDP Sri Lanka)**

**Languages Required: English**

**Starting Date: 10th July 2021**

**Duration of Initial Contract: 30 days full time within the period of 10<sup>th</sup> July 2021 – 22<sup>nd</sup> September 2021**

**Expected Duration of Assignment: 10<sup>th</sup> July 2021 – 22<sup>nd</sup> September 2021 (30 working days)**

**Contract Start Date: 10<sup>th</sup> July 2021**

**Application Deadline: N/A (GPN Roster)**

## 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-size* project titled *Enhancing Biodiversity Conservation and Sustenance of Ecosystem Services in Environmentally Sensitive Areas (PIMS #5165)* implemented through the *Ministry of Environment, Sri Lanka*. The project started on the *25<sup>th</sup> September 2015* and is in its *sixth* 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'

([https://drive.google.com/file/d/192Q8BM-bKP8SO\\_gzG7gBRA8kkuknkwVf/view?usp=sharing](https://drive.google.com/file/d/192Q8BM-bKP8SO_gzG7gBRA8kkuknkwVf/view?usp=sharing)).

## PROJECT SUMMARY TABLE

Project Title:	Enhancing Biodiversity Conservation and Sustenance of Ecosystem Services in Environmentally Sensitive Areas			
UNDP Project ID:	PIMS 5165	Project Financing	At endorsement (Million US\$)	At completion (Million US\$)
ATLAS Project ID:	00079607 (LKA10)	GEF Financing:	2,626,690.00	
Country:	Sri Lanka	IA/EA own:	6,500,000.00	

Region:	Asia Pacific	Government:	10,150,000.00	
Focal Area:	Biodiversity	Other:		
GEF Focal Area Strategic Programme:	Strategic Priority 4: Strengthening the policy and regulatory frameworks for mainstreaming biodiversity	Total Co-financing:	16,650,000.00	
Executing Agency:	Ministry of Environment, Sri Lanka (MoE)	Total Project Cost in cash:	19,276,690.00	
Other Partners involved:	Departments of Forest, Wildlife, Land use Policy Planning, Agriculture, National Planning, External Resources, Agrarian Development, Ministry of Land, Sri Lanka Tourism Development Authority, Central Environment Authority, Provincial Councils of North Central and North Western Provinces, Wayamba Development Authority, District Secretariats and Divisional Secretariats of respective Project areas, IUCN and the University of Wayamba	ProDoc Signature (date project began):	25 <sup>th</sup> September 2015	
		Planned closing date: 30 <sup>th</sup> September 2020	Revised closing date: 30 <sup>th</sup> October 2021	

## 1. PROJECT BACKGROUND AND CONTEXT

The Project "Enhancing Biodiversity Conservation and Sustenance of Ecosystem Services in Environmentally Sensitive Areas" was **aimed to strengthen the country's ability to safeguard biodiversity outside Protected Areas in especially designated Environmentally Sensitive Areas (ESAs) through a new land use governance framework**. ESA is an area outside a formal Protected Area that is vital for the long-term maintenance of biodiversity and/or the productivity of water, soil and other natural resources to provide ecological, environmental, economic and cultural benefits to the local community involved as well as to the nation and global community as a whole. An ESA should be viewed as a "concept of wise use" rather than a definite category of conservation or protected area. Thereby, the concept of ESA adopts strategies to ensure that critical biodiversity is protected while improving the economic benefits with the participation of local communities and other relevant stakeholders.

### Objectives:

The project was designed **to operationalize ESA as a mechanism for mainstreaming biodiversity management into development, in areas of high conservation significance**.

**Outcome 01:** National Enabling Framework Strengthened to Designate and Manage Environmentally Sensitive Areas (ESA)

**Outcome 02:** Biodiversity-friendly ESA management for long term integrity and resilience ensured at two sites in the Kala Oya Region.

The project operates in pilot sites of Anuradhapura and Puttalam districts of Sri Lanka. Precisely situated towards upper reaches of the river basin and encompasses a large water body (reservoir or tank) called *Kala Wewa* and covers *Palagala*, *Galnewa* and *Ipalogama* Divisional Secretariat (DS) divisions and in lower part of the basin including estuary of the Kala Oya River of *Wanathawilluwa* DS division and encompasses marine area including the Bar Reef of Kalpitiya DS division.

The project is implemented using UNDP's National Implementation Modality (NIM), with significant support from UNDP for implementation. The Implementing Partner (IP) for the project is the Ministry of Environment (MoE). The Project Board is responsible for providing overall direction, and consists of Ministry of Environment, UNDP, Department of External Resources and the Department of National Planning. While there are multitude of state mechanisms comprising of departments and agencies that deal with various aspects of environmental management at the national and regional level, the key agencies that are relevant to this project forms a National Steering Committee, which is chaired by Secretary to the Ministry of Environment (MoE). The use of coordination bodies at sub-national level as well as at village/divisional level is instrumental in facilitating institutional arrangements. District Facilitation Committees, headed by the District Secretary, gives oversight to ESA planning and implementation in Anuradapura and Puttalam districts, while District Secretaries link divisional level ESA platforms with national level. Local Management Committees established for the ESA sites are guided by the Divisional Secretary, as chairman or convener, and other divisional level stakeholders and institutions that have (key) jurisdiction with the ESA.

**Observed changes & contributing factors:** There wasn't a mechanism to conserve biodiversity in production lands in the beginning and it took a considerable time to conceive the ESA concept and to get the concurrence of relevant stakeholders to implement this new approach. But gradually, with ESA identification and implementation of co-management at ESA pilot sites and strengthening of the National Enabling Framework, through lobbying and advocating (via communication strategy, tools, guidelines); the ESA Scaleup plans, Policy and Strategy are being shaped, to enable the designation and roll-out of biodiversity-friendly ESA management in Sri Lanka.

**Linkages to relevant cross-cutting aspects:** Contributing to closing gender gaps in access to and control over resources and improving the participation and decision-making of women in natural resource governance is evident within project and Atlas Gender Marker Rating is Gen 2. The centrality of gender equality, women's empowerment and the realization of women's rights in environmental and resilience with sustainable development has been increasingly witnessed during the project period at project sites in Anuradhapura & Puttalam districts.

**Relevance of the project to the partner Government's strategies and priorities:** While strengthening the policy and regulatory frameworks for mainstreaming biodiversity via ESA concept, the MoE is currently developing the "National Environmental Action Plan 2021-2030: Pathway to Sustainable Development (NEAP 2021)" as a guide to the relevant sectors on achieving sustainable development, aligned with the global 2030 Sustainable Development Agenda, also keeping within the overall national policy framework "Vistas of Prosperity and Splendor" and the National Environmental Policy (2003) which is being currently revised. The 2030 agenda for Sustainable Development and related green economy concepts guide the

National Environmental Policy, and the ESA concept provides a vessel to implement these Government's strategies and priorities.

**Linkages to SDGs:** The project links with SDG 14: Life Below Water and SDG 15: Life on Land, and associated targets inherently interlink with one another making up indivisible parts of sustainability from a systemic perspective.

**Linkages to UNDP corporate goals:** UNDP Strategic Plan Output 1.4.1: Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains and UN Sustainable Development Framework (UNSDF) Outcome 4/ UNDP Sri Lanka's Country Programme Document (CPD) Outcome 2: By 2022, people in Sri Lanka, in particular the vulnerable and marginalized, are more resilient to climate change and natural disasters and benefit from increasingly sustainable management of natural resources, better environmental governance and blue/ green development. Moreover, CPD Output 2.2: Policies, systems and technologies in place to enable people to benefit from sustainable management of natural resources.

While the project strives to achieve strategic targets, Sri Lanka is severely affected by COVID-19, and in March 2020, in response to growing numbers of COVID-19 cases in Sri Lanka, an island-wide curfew was imposed and consequently, travel restrictions that lasted several months severely impeded project interventions that had been planned with local communities to assure participatory decision making on ESA implementation, awareness raising, field level validation of ESA scaleup plans, capacity building programmes and exit strategy initiatives. A Presidential Task Force was established to combat the health crisis and its ripple effects on different sectors of the economy, and to ensure that essential services continued unhindered. The agriculture and tourism sectors were worst affected sectors by the pandemic and subsequent lockdowns resulted in breakdowns of supply and value chains during peak harvesting periods and the price collapses of agricultural produce.

In this scenario, the project supported food security at household level by promoting biodiversity friendly agriculture models, facilitating improve of water use efficiency and seed bank initiatives while capacitating local community involved in eco-tourism and promoting the sustainable destinations with Sri Lanka Tourism Development Authority at ESAs at pilot sites by establishing standards, tools and guidelines in a participatory manner.

By May 2021, Ministry of Health has issued 'Revised Restrictions under Alert Level III', and all citizens including employees of the United Nations in Sri Lanka have a duty to take all mitigating measures along with our families to protect ourselves and our communities. Therefore, from 2020 the project operates under these conditions which has a direct bearing over evaluation.

## 2. TE Purpose

The objectives of the terminal evaluation will be:

- Assess the achievement of project results against what was expected to be achieved
- Assess the contribution of the project results towards the relevant outcomes and outputs of the Project Document and recommendations on the way forward
- Draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP Programming

- Assess any cross cutting and gender issues
- Impact of COVID-19 on project objectives, activities, on overall project planning and implementation

The TE will take stock of the project's achievements, new knowledge generated, good practices that could be replicated, challenges, lessons learned and partnerships built, which will be used by the UNDP Sri Lanka Country Office (CO), particularly in the implementation of the GEF-6 project (PIMS 5804) that has commenced implementation in 2020. The TE report promotes accountability and transparency and assesses the extent of project accomplishments. The TE is scheduled within Project M & E plan and CO plans.

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.

## **DUTIES AND RESPONSIBILITIES**

### **3. 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(s), the Regional Technical Advisors, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to Departments of Forest, Wildlife, Land use Policy Planning, Agriculture, National Planning, External Resources, Agrarian Development, Ministry of Land, Sri Lanka Tourism Development Authority, Central Environment Authority, Provincial Councils of North Central and North Western Provinces, Wayamba Development Authority, District Secretariats and Divisional Secretariats of respective Project areas, International Union for Conservation of Nature and University of Wayamba; executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to Anuradhapura and Puttalam districts in Sri Lanka, including the following project sites in Palagala, Galnewa and Ipalogama Divisional Secretariat (DS) divisions and Wanathawilluwa DS division. In the context of COVID-19 and risks and restrictions pertaining to travel, only the National

Consultant may require conducting field missions to above mentioned project locations and brief information to the International Consultant.

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 should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

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

In case the International Consultant cannot enter Sri Lanka due to the COVID-19 travel restrictions, the TE team should develop a methodology that reflects the adaptive management. It includes remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

If all or part of the TE is to be carried out virtually, then consideration should be taken for the stakeholder availability, ability, or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many governments and national counterparts may be working from home. These limitations must be reflected in the final TE report.

#### **4. 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 ([https://drive.google.com/file/d/192Q8BM-bKP8SO\\_gzG7gBRA8kkuknkwVf/view?usp=sharing](https://drive.google.com/file/d/192Q8BM-bKP8SO_gzG7gBRA8kkuknkwVf/view?usp=sharing)).

This TE will be conducted by a team of two independent consultants - one team leader (i.e. the international consultant, with experience and exposure to projects and evaluations as specified in Section 9 of this TOR) and one local consultant. The local consultant will assist the international consultant with the assigned responsibilities as detailed in Section C below.

Time frame: The Terminal Evaluation will be subjected to project implementation period from 1<sup>st</sup> October 2015 to 30<sup>th</sup> October 2021.

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.

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

#### **Findings**

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
- Risk Management, including Social and Environmental Standards

iii. Project Results

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

iv. Main Findings, Conclusions, Recommendations and Lessons Learned

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

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

**ToR Table 2: Evaluation Ratings Table for *Enhancing Biodiversity Conservation and Sustenance of Ecosystem Services in Environmentally Sensitive Areas***

Monitoring & Evaluation (M&E): 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU)	Rating <sup>1</sup>	
M&E design at entry	(rate 6 pt. scale)	
M&E Plan Implementation	(rate 6 pt. scale)	
Overall Quality of M&E	(rate 6 pt. scale)	
Implementation & Execution: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU)	Rating	

<sup>1</sup> Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point 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)

Quality of UNDP Implementation/Oversight	(rate 6 pt. scale)	
Quality of Implementing Partner Execution	(rate 6 pt. scale)	
Overall quality of Implementation/Execution	(rate 6 pt. scale)	
Assessment of Outcomes: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU)	Rating	
Relevance	(rate 6 pt. scale)	
Effectiveness	(rate 6 pt. scale)	
Efficiency	(rate 6 pt. scale)	
Overall Project Outcome Rating	(rate 6 pt. scale)	
Sustainability: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)	Rating	
Financial resources	(rate 4 pt. scale)	
Socio-political/economic	(rate 4 pt. scale)	
Institutional framework and governance	(rate 4 pt. scale)	
Environmental	(rate 4 pt. scale)	
Overall Likelihood of Sustainability	(rate 4 pt. scale)	
Impact: Significant (S), Minimal (M), Negligible (N)	Rating	
Environmental Status Improvement		
Environmental Stress Reduction		
Progress towards stress/status change		
Overall Project Results		

## 5. 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: 1<sup>st</sup> August 2021
- Presentation: TE team presents initial findings to project management and the Commissioning Unit at the end of the TE mission. Approximate due date: 26<sup>th</sup> August 2021

- Draft TE Report: TE team submits full draft report with annexes using guidelines on report content in ToR Annex C within 3 weeks of the end of the TE mission. Approximate due date: 7<sup>th</sup> September 2021
- Final TE Report\* and Audit Trail: TE team submits revised report, with separately annexed Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report, to the Commissioning Unit within 1 week of receiving UNDP comments on draft. Final due date: 22<sup>nd</sup> September 2021

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

All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.<sup>2</sup>

## 6. TE Arrangements

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

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, if travel is permitted. 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.

The UNDP Sri Lanka Country Office and Project Team will provide logistic support in the implementation of remote/ virtual meetings if travel to project sites is restricted. An updated stakeholder list with contact details (phone and email) will be provided by the UNDP Sri Lanka Country Office to the TE team.

## 7. Duration of the Work

The total duration of the TE will be approximately 30 working days over a time period of 14 weeks starting 10<sup>th</sup> July 2021 and shall not exceed three months from when the TE team is hired. The tentative TE timeframe is as follows:

10<sup>th</sup> June 2021: Application closes

25<sup>th</sup> June 2021: Selection of TE Team

10<sup>th</sup> July 2021: Prep the TE team (handover of project documents)

15<sup>th</sup> July 2021 (4 days): Document review and preparing TE Inception Report

1<sup>st</sup> August 2021: Finalization and Validation of TE Inception Report- latest start of TE mission

16<sup>th</sup> August 2021 (10 days): TE mission: stakeholder meetings, interviews, field visits

26<sup>th</sup> August 2021: Mission wrap-up meeting & presentation of initial findings- earliest end of TE mission

2<sup>nd</sup> September 2021 (7 days): Preparation of draft TE report

<sup>2</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

- 7<sup>th</sup> September 2021: Circulation of draft TE report for comments
- 10<sup>th</sup> -14<sup>th</sup> September 2021: Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
- 15<sup>th</sup> September 2021: Preparation & Issue of Management Response
- 18<sup>th</sup> September 2021:(optional) Concluding Stakeholder Workshop
- 22<sup>nd</sup> September 2021: Final date of full TE completion

Options for site visits should be provided in the TE Inception Report. The expected date start date of contract is 10<sup>th</sup> July 2021 to 22<sup>nd</sup> September 2021.

## 8. Duty Station

Homebased with one mission to Sri Lanka (within contract period). Travelling is required to Ipalogama and Galnewa Divisional Secretariat (DS) divisions and District Secretariat in Anuradhapura district, Wanathawilluwa DS divisions and District Secretariat in Puttalam district and national level stakeholders in Colombo district.

The International Consultant (Team Lead), however, can provide **option to work remotely due to the constraint in obtaining VISA to enter Sri Lanka and travel restrictions**. If so, the International Consultant can work from home. The International Consultant will describe the approach to collect data from the field in cooperation with the Local Consultant.

### Travel:

- International travel will be required to *Sri Lanka* during the TE mission. But depending on possible travel restrictions related with COVID-19 context, the International Consultant may operate remotely
- 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**

### 9. TE Team Composition and Required Qualifications

A team of two independent evaluators will conduct the TE – one team leader (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 deciding on the evaluation methodology, based on discussions with the project team and any restrictions as a result of the COVID-19 situation in-country. The International Consultant will present this methodology (as part of the inception report) with a subsequent discussion with the Country Office to agree on way forward. The development of the data collection methodologies and tools (including questionnaires) will be led by the International Consultant,

with support from the National Expert. Following the literature review, stakeholder consultations and field data collection, the International Consultant will lead the process of presenting the preliminary findings to the project stakeholders, which will be followed by the development of the draft terminal evaluation report. The International Consultant will be responsible for finalizing the report based on comments received. The International Consultant will receive in-country support from the National Expert, who will be responsible for organizing and conducting field missions, interviews and field data collection. The team expert will assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Team in developing the TE itinerary, etc.). The National Expert will provide technical and administrative support to the International Consultant at the various stages of the Terminal Evaluation, including data collection, desk reviews, presentations and drafting of the report.

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 consultants will be aimed at maximizing the overall "team" qualities in the following areas:

**Education:**

Master's degree in natural resource management/ environmental management/ biodiversity or other closely related field

The consultant must present the following qualifications,

- Minimum 10 years of experience in natural resource management/ environmental management/ biodiversity or other closely related technical area
- Recent experience with result-based management evaluation methodologies
- Project evaluation/review experiences with the GEF Projects/ United Nations system
- Competence in adaptive management, as applied to biodiversity conservation
- Work experience in a developing country context in the South Asia Region
- Demonstrated understanding of issues related to gender and conservation; experience in gender sensitive evaluation and analysis
- Excellent language skills in speaking and writing in English

<b>Evaluation and Assessment Criteria: International Consultant</b>	<b>Weight</b>
<b>Technical Competencies</b>	<b>70</b>
Master's degree in natural resource management/ environmental management/ biodiversity or other closely related field AND at least ten (10) years of experience in result-based management evaluation methodologies	17.5
Experience applying SMART targets and reconstructing or validating baseline scenarios	7
Competence in adaptive management, as applied to Biodiversity;	7
Experience in evaluating projects and project review experiences within United Nations system	10

Work experience in a developing country context and experience working with other foreign donor agencies/projects in Sri Lanka or other Countries	7
Demonstrated understanding of issues related to gender and conservation; experience in gender sensitive evaluation and analysis (15%);	10.5
Excellent communication skills & Demonstrable analytical skills	7.5
Excellent knowledge of English.	3.5
Financial (Lower Offer/Offer*100)	30
<b>Total Score Technical score + Financial Score</b>	<b>70+30</b>

## 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%

- 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**

### 12. 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 for Anuradhapura and Puttalam districts respectively, 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.

### 13. Recommended Presentation of Proposal

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

All application materials should be submitted to the address Head of Procurement/Administration, United Nations Development Programme, 202-204 Bauddhaloka Mawatha, Colombo 07, Sri Lanka in a sealed envelope indicating the following reference “Consultant for Terminal Evaluation of Enhancing Biodiversity Conservation and Sustenance of Ecosystem Services in Environmentally Sensitive Areas Project (PIMS #5165) or by email at the following address ONLY: [consultants.lk@undp.org](mailto:consultants.lk@undp.org) by 2.00 p.m. IST on 10th June 2021. Incomplete applications will be excluded from further consideration.

### 14. Criteria for Selection of the Best Offer

Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions will be awarded the contract.

### 15. Annexes to the TE ToR

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

**This TOR is prepared by:**

Signature : 

Name and Designation : Sugandhi Samarasinghe, Technical Coordinator- ESA Project, UNDP

Date of Signing : 20 – May - 2021

**This TOR is recommended by:**

Signature : Sureka Perera

Name and Designation : Sureka Perera, Programme Quality and Design Analyst, UNDP

Date of Signing : 20 – May - 2021

**This TOR is approved by:**

Signature : 

Name and Designation : Buddika Hapuarachchi, Policy Specialist & Team Leader, UNDP

Date of Signing : 20 – May - 2021

## ToR Annex A: Project Logical/Results Framework

This project will contribute to achieving the following Country Programme Outcome as defined in the CPAP for Sri Lanka (2013-2017): Outcome 4: Policies, programmes and capacities to ensure environmental sustainability, address climate change mitigation and adaptation, and to reduce disaster risks in place at national, sub-national and community
Country Programme Outcome Indicators: Number of national and sectoral policies approved by government CPAP Output: 4.2 Government agencies, community groups and private sector are equipped with mechanisms and practices to promote sustainable use of natural resources, biodiversity conservation and adaptation to climate change
Contributing Strategic Plan Output: 2.5 Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation Data components for monitoring SP output indicators <ul style="list-style-type: none"> <li>2.5.1.A.1.1: Extent to which legal frameworks are in place for conservation, sustainable use, and/or access and benefit sharing of natural resources, biodiversity and ecosystems</li> <li>2.5.1.B.1.1: Extent to which policy frameworks are in place for conservation, sustainable use, and/or access and benefit sharing of natural resources, biodiversity and ecosystems</li> </ul> <p>2.5.1.C.1.1: Extent to which institutional frameworks are in place for conservation, sustainable use, and/or access and benefit sharing of natural resources, biodiversity and ecosystems</p>
Applicable GEF Strategic Objective and Program: Strategic Objective 2 – To mainstream biodiversity in production landscapes/ seascapes and sectors; Strategic Priority 4 – Strengthening the policy and regulatory frameworks for mainstreaming biodiversity
Applicable GEF Expected Outcomes: Conservation and sustainable use of biodiversity incorporated in the productive landscape

Project Strategy	Indicator	Baseline	End of Project Target	Means of verification	Risks and assumptions
<p>This project will strengthen the country's ability to <i>safeguard biodiversity outside protected areas in especially designated Environmentally Sensitive Areas through a new land use governance framework</i>. Such areas will be vehicles for safeguarding globally significant biodiversity on production lands of high conservation value. The project will demonstrate two Environmentally Sensitive Area (ESA) establishment and management at Kala Oya Region, where land use planning and allocation will be configured to balance conservation and development objectives to protect major habitat blocks and ensure structural and functional connectivity across the landscape. The project will ensure that the indirect impacts of development are adequately understood and factored into land use and local development decision making.</p>					

<b>Objective: To operationalize Environment Sensitive Areas (ESAs) as a mechanism for mainstreaming biodiversity management into development in areas of high conservation significance</b>	1. % of land area identified nationally for Environmentally Sensitive Area designation	Present, there is no land identify and manage under ESA in Sri Lanka.	At least 5% (328050 ha) of Sri Lanka's land area is identified for ESA. Total land - area managed under ESA terrestrial land - 158700 ha, Marine - 51000 ha,	National Scale Up plan	Risk: Focus given to ESAs may result in generating a perception that other areas or landscapes are not important for biodiversity and may fall on the "blind spot" during the process of conducting EIAs or SEAs -- potentially locating major developments in such areas beyond capacity and to also compensate for lost land area as a result of ESA designation, thereby still causing negative impacts overall.
	3. Populations of globally threatened species within Wilpattu and Kala Wewa ESAs is maintained	<ul style="list-style-type: none"> <li>· <i>Elephas maximus</i> (600)</li> <li>· <i>Panthera pardus</i> (113)</li> <li>· <i>Sousa chinensis</i> (04)</li> <li>· <i>Dugong dugon</i> (10). Baseline will be done from July to December 2016 to verify the figures</li> </ul>	<ul style="list-style-type: none"> <li>· <i>Elephas maximus</i> (600)</li> <li>· <i>Panthera pardus</i> (113)</li> <li>· <i>Sousa chinensis</i> (04)</li> <li>· <i>Dugong dugon</i> (10)</li> </ul>	Project's survey reports at midterm and end of project	Climate change or other severe climatic or other impacts do not impact the sites and the species therein during the project period
	4. Areas of critical habitats managed	Extent of: <ul style="list-style-type: none"> <li>· Salt Marsh: 250 ha</li> </ul>	100% maintenance of the same lands	Project's survey	

	within Wilpattu and Kala Wewa ESAs for connectivity and resilience is improved	<ul style="list-style-type: none"> <li>· Mangrove forests: 620 ha</li> <li>· Riverine forests: 400ha</li> <li>· Moist Mixed Evergreen Forest: 2000 ha</li> <li>· Scrub on floodplains: 100ha</li> </ul>		reports at midterm and end of project	
OUTCOME 1. National Enabling Framework Strengthened to Designate and Manage Environmentally Sensitive Areas (ESA)	1. Appropriate Policy and legislative mechanisms developed to guide identification, declaration management, conflict mitigation and monitoring of ESAs	· National Environment Act and several other Acts and policies exist that support conservation Policy on human elephant conflict exists	<ol style="list-style-type: none"> <li>1. Forming of National Policy and Strategy on ESA</li> <li>2. Preparing National ESA Scale Up Plan</li> <li>3. Updated policy, strategies to address human wildlife conflicts</li> </ol>	Government notification	Policy, strategy and national scale up plan will have cross sectoral support and inputs – including provincial government support
	2. Number of inter-sectoral plans approved and financed by cross-sectoral National ESA Committee	0	4. Approving at least two ESA land use plans by ESA national ESA committee.	Minutes of meetings	<ul style="list-style-type: none"> <li>· Different sectoral agencies will understand the benefits of participating in the national steering committee and will send senior level staff to participate</li> </ul>

			5. Approving at least 8 annual work plans (one for each pilot ESA) by national ESA Committee, along with joint policy guidance for ESA management		<ul style="list-style-type: none"> <li>MOE will continue to prioritize biodiversity conservation, in the context of several competing demands on the time of its senior policy makers</li> <li>National experts will be willingly and voluntarily contributing to additional demands on their time imposed by the needs of ESA</li> </ul>						
	3. % changes of capacity of consortium to promote and manage effective ESAs as the national lead , against the UNDP scorecard.	<table border="1"> <tr> <td colspan="2">Baseline UNDP Capacity Scorecard</td> </tr> <tr> <td><b>Strategic Area of Support</b></td> <td><b>Initial Evaluation</b></td> </tr> <tr> <td>1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes</td> <td>3</td> </tr> </table>	Baseline UNDP Capacity Scorecard		<b>Strategic Area of Support</b>	<b>Initial Evaluation</b>	1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	3	6. 20% increase in capacity scorecard from baseline	Report outlining changes in scores at mid-term and project end	The Environment, Planning & Economics Division will be able to have effective linkages with consortium members in national and particularly at the provincial, district and local levels
Baseline UNDP Capacity Scorecard											
<b>Strategic Area of Support</b>	<b>Initial Evaluation</b>										
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	3										

		2. Capacity to implement policies, legislation, strategies and programmes	16			
		3. Capacity to engage and build consensus among all stakeholders	4			
		4. Capacity to mobilize information and knowledge	2			
		5. Capacity to monitor, evaluate, report and learn	4			
	4. Decision Support System available to practitioners for managing multiple land uses in ESAs	Non existing		7. Forming of National guideline to integrate biodiversity conservation and sustainable use into land use planning	Publication and their availability in hard copies and online	· Guideline use will be promoted by all relevant sectors to their field staff

			<p>8. Forming of guidelines in Sinhala, Tamil and English to aid field practitioners on how to integrate biodiversity conservation into sectoral plans and actions, (agriculture, forestry, coastal development and tourism)</p>	<ul style="list-style-type: none"> <li>Use of guidelines will not be constrained by financial and other political constraints on the ground</li> </ul>
			<p>9. Developing Online integrated biodiversity assessment tool to identify biodiversity hotspots nationwide, building on national and international data</p>	<p>Universities and researchers will willingly contribute their knowledge and information to input on, and update biodiversity information on the web</p>
				<p>The information on web will not be used by people to target unsustainable harvesting (poaching) of threatened species</p>

<b>OUTCOME 2: Biodiversity-friendly ESA management for long term integrity and resilience ensured at two sites in the Kala Oya Region</b>	5. Area under management with inter-sectoral partnership and quantifiable biodiversity conservation targets	0	10. 200,000 ha	Project Report	Different sectoral agencies will understand the benefits of participating in the district and local committees and will be able to effectively work with the national steering committee and the experts groups/Stakeholders see the plans as restrictive rather than enabling due to its focus on biodiversity and a precautionary approach towards normal development
	6. Stakeholders' capacities to implement ESA's land use/ seascape plans for conservation IMPROVED	Limited training and awareness such as through Environmental Pioneer Programme and Eco Clubs	11. Not applicable	Capacity assessments	Capacity development activities can be institutionalized locally and nationally

	7. Increase in funding available to support biodiversity friendly ESA management activities	At least 150,000 USD per annum being invested in promoting Eco friendly farming <del>organic</del> and in protected areas management	12. At least 20% increase in funding from baseline by various sectors compatible with land use / seascape plans (at least 4 sectoral plans):Agriculture, Forestry, Fisheries, Water resources management  Endorsing Two long term financing plans – one for each ESA by all relevant parties	Project Report	Assumption: Government will not be able to provide all required resources for ESA management in near future, necessitating for other sources of funds and resources
	8. Extent of protected areas whose management is integrated with wider landscapes/ seascapes to minimize threats from outside PA and to mitigate land and resource use conflicts at ESAs	0	13. Integrating 131,667 ha (Wilpattu NP), 21,690 ha (Kahalla palle kale), 1528 ha (Ritigala), 30,600 ha (BarReef) with wider landscapes/ seascapes	Project reports	There will be high level of support from DWC for new approach to conservation at landscape beyond traditional PA boundaries

	9. Critical biodiversity habitats outside protected areas are effectively managed	25000 ha under community forestry (TBC after baseline planned in 2016)	16. Protecting, rehabilitating and managing additional 17,500 ha of habitats (8000 ha _critical forest habitat, 7000ha catchments & tank cascade landscape, 1000 ha critical coastal habitat, 1500 ha isolated hills)	Project report	Local communities will support such actions and are able to benefit from them directly
	10. Extent of land brought under biodiversity compatible agricultural production practices	340 ha under eco- friendly farming and IPM	17. Bringing up to 25,000 ha (including paddy, chena land and homesteads) under eco-friendly production practices	Records from sectoral agency	Biodiversity compatible land use / seascape use will not adversely affect livelihoods of local communities, and in many cases will benefit them more.

## 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
28	Project related COVID19 Impacts Studies

## 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 rating<sup>3</sup>)

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

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<sup>3</sup> See ToR Annex F for rating scales.

- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
  - Planned stakeholder participation
  - Linkages between project and other interventions within the sector
- 4.1 Project Implementation
- Adaptive management (changes to the project design and project outputs during implementation)
  - Actual stakeholder participation and partnership arrangements
  - Project Finance and Co-finance
  - Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
  - UNDP implementation/oversight (\*) and Implementing Partner execution (\*), overall project implementation/execution (\*), coordination, and operational issues
  - Risk Management incl. Social and Environmental Standards (Safeguards)
- 4.2 Project Results
- Progress towards objective and expected outcomes (\*)
  - Relevance (\*)
  - Effectiveness (\*)
  - Efficiency (\*)
  - Overall Outcome (\*)
  - Country ownership
  - Gender
  - Other Cross-cutting Issues
  - Sustainability: financial (\*), socio-economic (\*), institutional framework and governance (\*), environmental (\*), and overall likelihood (\*)
  - Country Ownership
  - Gender equality and women's empowerment
  - Cross-cutting Issues
  - GEF Additionality
  - Catalytic Role / Replication Effect
  - Progress to Impact
5. Main Findings, Conclusions, Recommendations & Lessons
- Main Findings
  - Conclusions
  - Recommendations
  - Lessons Learned
6. Annexes
- TE ToR (excluding ToR annexes)
  - TE Mission itinerary
  - List of persons interviewed
  - List of documents reviewed
  - Summary of field visits

- Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire used and summary of results
- Co-financing tables (if not include in body of report)
- TE Rating scales
- Signed Evaluation Consultant Agreement form
- Signed UNEG Code of Conduct form
- Signed TE Report Clearance form
- *Annexed in a separate file:* TE Audit Trail
- *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

## ToR Annex D: Evaluation Criteria Matrix template

<b>Evaluative Criteria Questions</b>	<b>Indicators</b>	<b>Sources</b>	<b>Methodology</b>
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities a the local, regional and national level?			
<i>(include evaluative questions)</i>	<i>(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)</i>	<i>(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)</i>	<i>(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)</i>
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			

Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			
<i>(Expand the table to include questions for all criteria being assessed: Monitoring &amp; 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.

### 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: \_\_\_\_\_

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).

## ToR Annex F: TE Rating Scales & Evaluation Ratings Table

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

<b>Evaluation Ratings Table</b>	
<b>Monitoring &amp; Evaluation (M&amp;E)</b>	<b>Rating<sup>4</sup></b>
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
<b>Implementation &amp; Execution</b>	<b>Rating</b>
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
<b>Assessment of Outcomes</b>	<b>Rating</b>
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	

<sup>4</sup> Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

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

## ToR Annex G: TE Report Clearance Form

**Terminal Evaluation Report for Enhancing Biodiversity Conservation and Sustenance of Ecosystem Services in Environmentally Sensitive Areas & UNDP PIMS ID 5165 Reviewed and Cleared By:**

**Commissioning Unit (M&E Focal Point)**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Regional Technical Advisor (Nature, Climate and Energy)**

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## ToR Annex H: TE Audit Trail

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

**To the comments received on *(date)* from the Terminal Evaluation of for Enhancing Biodiversity Conservation and Sustenance of Ecosystem Services in Environmentally Sensitive Areas & UNDP PIMS ID 5165**

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):

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