

**United Nations Development Programme / Government of Mauritius**

## Terms of Reference for the Appointment of

## International Consultant for the Terminal Evaluation of the GEF-funded project entitled “Strengthening the institutional capacity of African Network of Basin Organization (ANBO), contributing to the improved transboundary water governance in Africa”

**TITLE:** International Consultant for Terminal Evaluation of the ANBO Project

**SECTOR:** Sustainable Development and Poverty Reduction

# LOCATION: Home based, Regional Africa

**DUTY STATION**: Home Based

**DURATION:** 18 working days

**STARTING DATE:**  21 June 2021

**END DATE:** 30 July 2021

##### **A. Project title:**

Strengthening the institutional capacity of African Network of Basin Organization (ANBO), contributing to the improved transboundary water governance in Africa.

##### **B. Project Description:**

##### This is the Terms of Reference (ToR) for the UNDP-GEF Terminal Evaluation (TE) of the medium-sized project titled Strengthening the Institutional Capacity of African Network of Basin Organization (ANBO), Contributing to the Improved Transboundary Water Governance in Africa (PIMS 5338) implemented through the Senegal River Basin Organisation (OMVS) and UNESCO. The project started on the 16 October 2017 and was completed on 31 December 2020.

##### In accordance with the rules and procedures established by UNDP and GEF andas reflected in the UNDP Evaluation Guidance for GEF Financed Projects, a Terminal Evaluation[[1]](#footnote-1) of the “Strengthening the institutional capacity of African Network of Basin Organization (ANBO), contributing to the improved transboundary water governance in Africa” is being initiated.

The project was designed to strengthen the coordination and collaboration capacity of African Lake and River Basin Organisations and Commissions and cooperative frameworks for transboundary.

In line with the project's principal target, the project’s main beneficiary is ANBO. The UNDP is the GEF implementing agency and is responsible for the delivery of the intended outcomes of the project and ensuring that the GEF investments not only support the intended project outcome delivery but also contribute to the delivery of the relevant GEF outcomes. This was done jointly by UNDP Mauritius Country Office supported by the Regional Technical Advisor for Water and Ocean Governance in Africa.

OMVS and UNESCO are the GEF Executing Agencies (or UNDP Implementing Partners, or UNDP IPs) for this project. OMVS and UNESCO ensure the delivery of the intended project outputs in time, in scope and in budget. They are responsible for recruitment, procurement, contract management, and all the administration of the project directly or through the Project Management Unit (PMU). They are also responsible for progress and financial reporting to UNDP quarterly, working closely with the PMU.

The PMU is established in OMVS Headquarters based in Dakar, Senegal, which acts as the Permanent Technical Secretariat (PTS) of ANBO. The PMU is headed by the Project Manager, who is supported by the Communication and Knowledge Management Expert, the Finance and Administration expert, and the Project Assistant. The ANBO Coordination Bureau (ANBO CB) assumes the role of the Project Board, together with the representatives from UNDP and the implementing partners, OMVS and UNESCO.

The total project value is USD 9,531,970 with GEF funds amounting to USD 2 million. Project fund allocated to activities to be implemented by OMVS ($1,640,000) is disbursed from UNDP (IA) to OMVS (EA) quarterly upon the submission and approval of quarterly financial and progress reports, except for the initial disbursement to OMVS. Project fund allocated to activities to be implemented by UNESCO ($360,000) is disbursed from UNDP (IA) to UNESCO (EA) directly. UNESCO is responsible for the financial reporting for the fund they receive directly from UNDP.

##### **C. Objectives of the TE**

The objectives of the evaluation are to assess the achievements of the 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 International Consultant (IC) will be responsible for the preparation of a high quality report and timely submission.

##### **D. Evaluation Approach and Method:**

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

The IC 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, lessons learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The IC 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 virtual mission begins.

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

Engagement of stakeholders is vital to a successful TE. Because of COVID, travel for in-person meetings will not be possible. Stakeholder involvement should include virtual interviews with stakeholders who have project responsibilities, including but not limited to OMVS as ANBO Permanent Technical Secretariat of ANBO, ANBO President, ANBO CB, AMCOW, INBO, GWP head office, etc.; 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. Consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final TE report.

The specific design and methodology for the TE should emerge from consultations between the IC 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 IC must use gender-responsive methodologies and tools and ensure that gender equality and women’s empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

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

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.

##### **E. 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](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf) *(The scope of the TE should detail and include aspects of the project to be covered by the TE, such as the time frame, and the primary issues of concern to users that the TE needs to address.*

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

1. 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

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

1. 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 IC 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 IC should include examples of good practices in project design and implementation.
* It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

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

**ToR Table 2: Evaluation Ratings Table for the ANBO Project**

|  |  |
| --- | --- |
| Monitoring & Evaluation (M&E) | Rating[[2]](#footnote-2) |
| M&E design at entry |  |
| M&E Plan Implementation |  |
| Overall Quality of M&E |  |
| Implementation & Execution | Rating |
| Quality of UNDP Implementation/Oversight |  |
| Quality of Implementing Partner Execution |  |
| Overall quality of Implementation/Execution |  |
| Assessment of Outcomes | Rating |
| Relevance |  |
| Effectiveness |  |
| Efficiency |  |
| Overall Project Outcome Rating |  |
| Sustainability | Rating |
| Financial resources |  |
| Socio-political/economic |  |
| Institutional framework and governance |  |
| Environmental |  |
| Overall Likelihood of Sustainability |  |

##### **F. Timeframe:**

The total duration of the TE will be approximately 18 days over a time period of 6.5 weeks The tentative TE timeframe is as follows:

|  |  |
| --- | --- |
| Timeframe | Activity |
| *22 June 2021* | Preparation period for IC (handover of documentation) |
| *23-25 Junee 2021 (3 days)* | Document review and preparation of TE Inception Report |
| *28-29 June 2021 (2 days)* | Finalization and Validation of TE Inception Report; |
| *30 June-14 July 2021 (5 days over 2 week period)* | Desk Review, virtual stakeholder meetings, interviews, etc. |
| *15 July 2021 (1 day)* | wrap-up meeting & presentation of initial findings; (online) |
| *16-21 July 2021 (4 days)* | Preparation of draft TE report |
| *22-27 July 2021* | Circulation of draft TE report for comments |
| *28-29 July (2 days)* | Incorporation of comments on draft TE report into Audit Trail & finalization of TE report |
| *30 July (1day)* | Submission of final TE report and completed Audit Trail |

**G. TE Expected Output and Deliverables:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| # | Deliverable | Description | Timing | Responsibilities |
| 1 | TE Inception Report | IC clarifies objectives, methodology and timing of the TE | by 29 June 2021 | IC submits Inception Report to Commissioning Unit and project management |
| 2 | Presentation | Initial Findings | by 15 July 2021 | IC presents to Commissioning Unit and project management |
| 3 | Draft TE Report | Full draft report *(using guidelines on report content in ToR Annex C)* with annexes | by 21 July 2021 | IC submits to Commissioning Unit;, Project Coordinating Unit, GEF OFP |
| 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 | by 30 July 2021 | IC submits both documents to the Commissioning Unit |

\*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO’s quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.[[3]](#footnote-3) 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.

**H. TE Arrangements:**

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project’s TE is the Nature Climate and Energy Directorate within the Bureau for Policy and Programme Support (BPPS) in UNDP.

The Commissioning Unit will contract the evaluator and ensure timely payments.. The Project Team will be responsible for liaising with the IC to provide all relevant documents andset up stakeholder interviews.

All deliverables shall be submitted in **English** and in appropriate format, in editable MS Word and in PDF as per requirement of the Client to the following address:

**I. Requirements:**

One IC will conduct the TE (with experience and exposure to projects and evaluations in other regions globally). The IC 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 the IC will be aimed at maximizing the overall “team” qualities in the following areas:

Education & Language *(30 points)*

* Master’s degree in Environmental Science or other closely related field
* Fluency in written and spoken English.
* Fluency in French would be an advantage

Experience

* Technical Expertise (50 points)
  + Relevant experience with results-based management evaluation methodologies
  + Experience applying SMART indicators and reconstructing or validating baseline scenarios
  + Competence in adaptive management, as applied to International Waters and River Basin Management
  + Experience working with project evaluations;  
    Experience in relevant technical areas for at least 10 years
  + Demonstrated understanding of issues related to gender and International Waters;experience in gender responsive evaluation and analysis
  + Excellent communication skills
  + Demonstrable analytical skills
  + Project evaluation/review experience within the United Nations system will be considered an asset
* Experience working in Africa; *(20 points)*

**J. Evaluator Ethics:**

The IC 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.

**K. Payment Schedules:**

* 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
* 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
* 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%[[4]](#footnote-4):

* The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
* The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
* The Audit Trail includes responses to and justification for each comment listed.

**L. Application Process:[[5]](#footnote-5)**

The evaluator will be sourced from the GPN Exp/Res roster.

**TOR ANNEXES**

* ToR Annex A: Project Logical/Results Framework
* ToR Annex B: Project Information Package to be reviewed by
* ToR Annex C: Content of the TE report
* ToR Annex D: Evaluation Criteria Matrix template
* ToR Annex E: UNEG Code of Conduct for Evaluators
* ToR Annex F: TE Rating Scales
* ToR Annex G: TE Report Clearance Form
* ToR Annex H: TE Audit Trail

**ToR Annex A: Project Logical/Results Framework**

This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD: N/A

Country Programme Outcome Indicators: N/A

Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one): 1. Mainstreaming environment and energy

**Applicable GEF Strategic Objective and Program (GEF-5): IW-1:** *Catalyse multi-state cooperation to balance conflicting water uses in transboundary**surface/groundwater basins while considering climatic viability and change*; and**IW-3:** *Support foundational capacity building, portfolio learning, and targeted research needs for ecosystem-based, joint management of transboundary water system*.

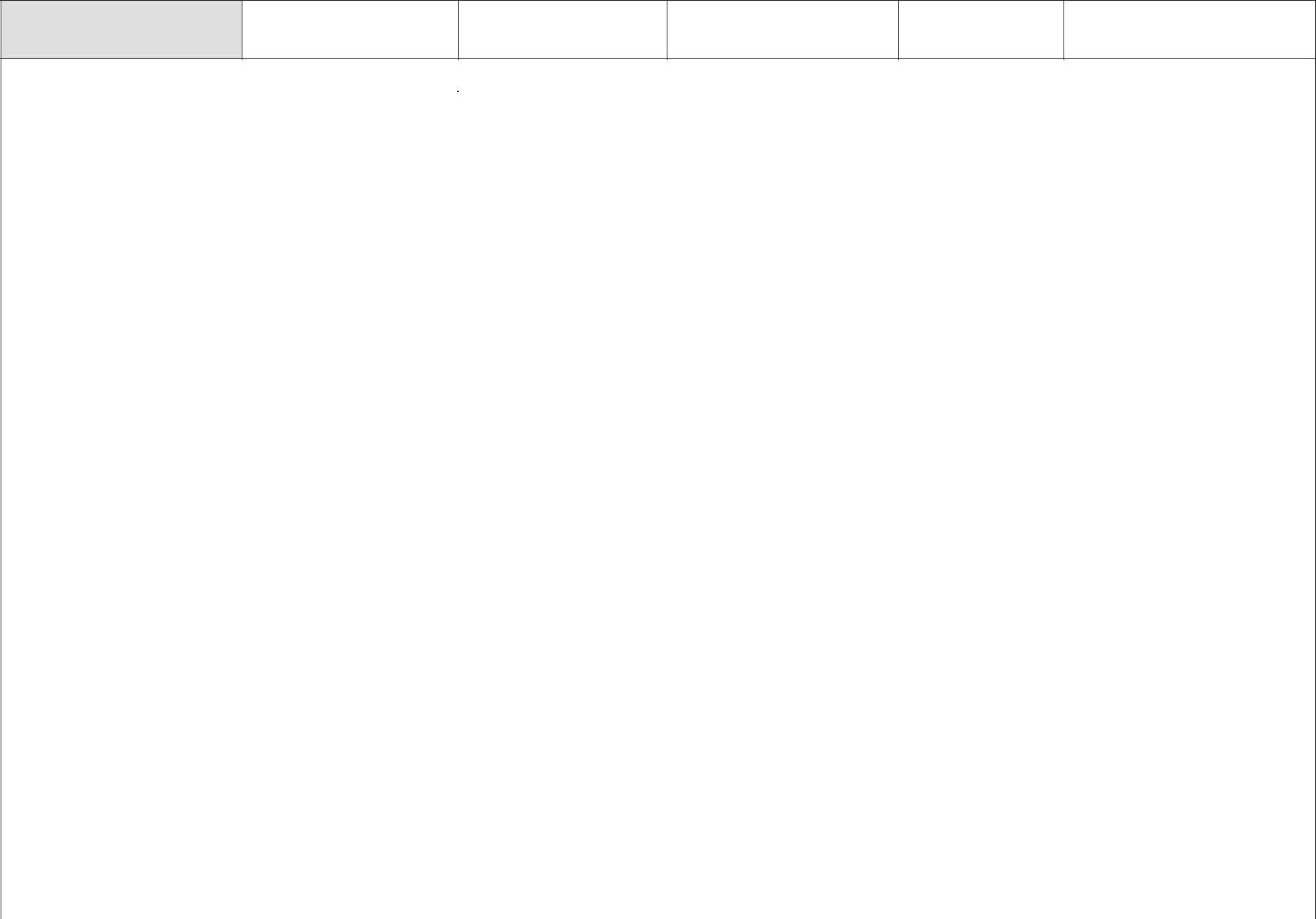
**Applicable GEF Expected Outcomes (GEF-5): IW Outcome 1.2:** Transboundary institutions for joint ecosystem-based and adaptive management demonstrate

sustainability. **IW Outcome 3.1:** Political commitment, shared vision, and institutional capacity demonstrated for joint, ecosystem-based management of waterbodies.

**Applicable GEF Outcome Indicators: IW Indicator 1.2:** Cooperation frameworks adopted and states contribute to financial sustainability. **IW Indicator 3.1:**

Agreed SAPs at ministerial level with considerations for climatic variability and change; functioning national inter-ministry committees; agreed ICM plans.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Project Strategy** | **Indicator** | **Baseline** | **Targets** | **Source of** | **Risks and Assumptions** |  |
|  |  |  | **End of Project** | **verification** |  |  |
|  |  |  |  |  |  |  |
| Project Objective: | Cooperative framework | ANBOs role as | ANBO is effectively | ANBO reports to | R: L/RBOs and RECs do not |  |
| To strengthen the | for transboundary water | continental | promoting cooperation | AMCOW. | recognize ANBO as a |  |
| coordination and | resources management | coordinating body for | among Lake and River | Lake and River | coordinating body for |  |
| collaboration capacity of | among Lake and River | transboundary water | Basin Organizations and | Basin | transboundary water |  |
| African Lake and River | Basin Organizations and | resources management | Groundwater | Organization | resources management. |  |
| Basin Organizations | Groundwater | is not fully developed. | Commissions for | reports to RECs | A: AMCOW continue |  |
| (L/RBOs),Commissions | Commissions in place | Lake and River Basin | transboundary water |  | recognizing ANBO as their |  |
| and/or cooperative | and operational | Organization do not | resources management. |  | technical arm for providing |  |
| framework for |  | collaborate across their |  |  | transboundary water |  |
| transboundary groundwater |  | borders in managing |  |  | resources management |  |
| management and their |  | transboundary water |  |  | services. |  |
| member states towards |  | resources including |  |  |  |  |
| improved transboundary |  | groundwater |  |  |  |  |
| water governance in Africa |  |  |  |  |  |  |
| through improved support |  |  |  |  |  |  |
| by the African Network of |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

Basin Organizations

(ANBO)

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Component 1: Strengthening ANBOs institutional and technical capacity as technical arm of AMCOW** | | | | | |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Outcome 1.1: Institutional | |  | ANBO providing | Very limited | ANBO Secretariat fully | Procedural | A: ANBO recognized by | |  |  |
|  | capacity of ANBO | |  | services to AMCOW, | institutional and | operational with all | manuals (HR | RECs, L/RBOs as a | |  |  |
|  | strengthened to deliver on | |  | RECs, and L/RBOs as a | technical capacity in | relevant policies and | policy, FM | coordinating body for | |  |  |
|  | its statutory mandates | |  | coordination body | ANBO Secretariat | procedural guidelines in | policy, gender | transboundary water | |  |  |
|  |  |  |  |  |  | place | policy etc.) | resources management at | |  |  |
|  |  |  |  |  | Secretariat not | Financial sustainability |  | continental level | |  |  |
|  |  |  |  |  | operationally | strategy adopted | Financial |  |  |  |  |
|  |  |  |  |  | independent and reliant |  | sustainability |  |  |  |  |
|  |  |  |  |  | on host organisation |  | strategy report |  |  |  |  |
|  |  |  |  |  | operations |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
|  | Outcome 1.2: ANBOs | |  | AWIS enlarged and | Very limited technical, | ANBO website is a | AWIS | A: Participating countries, | |  |  |
|  | technical, knowledge and | |  | enhanced | knowledge and | knowledge and |  | L/RBOs and Groundwater | |  |  |
|  | information management | |  | ANBO website | information | information hub for | ANBO website | Commissions are willing to | |  |  |
|  | capacity strengthened to | |  | management capacity | transboundary surface and | share data and information | |  |  |
|  |  | improved and linked |  |  |  |
|  | serve as technical arm of | |  | with AWIS | in ANBO | groundwater management | Records of | on water resources | |  |  |
|  | AMCOW focusing on | |  | Long-term finance for | ANBO in weak | Improved AMCOW | management. | |  |  |
|  |  | AMCOW |  |  |
|  | transboundary water | |  |  |  |  |  |
|  |  | AWIS and ANBO web | position to provide | decisions on |  |  |  |  |
|  |  | decisions |  |  |  |  |
|  | resources management, | |  | platform secured | advisory services to | transboundary water |  |  |  |  |
|  |  |  |  |  |  |  |
|  | including groundwater | |  |  |  |  |  |  |
|  |  | ANBO’s technical | AMCOW, RECs, | resources management |  |  |  |  |  |
|  |  |  |  | L/RBOs and | including groundwater |  |  |  |  |  |
|  |  |  |  | capacity to represent |  |  |  |  |  |
|  |  |  |  | Groundwater | based on ANBO advisory |  |  |  |  |  |
|  |  |  |  | transboundary water |  |  |  |  |  |
|  |  |  |  | Commissions | services |  |  |  |  |  |
|  |  |  |  | issues in international |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  | fora strengthened |  |  |  |  |  |  |  |
|  |  |  | |  |  |  |  |  |  |  |  |
|  | Outcome 1.3: ANBOs | |  | Meta-database for | Climate change | Climate change | L/RBO and | A: Impacts of climate change | |  |  |
|  | capacity as a clearing house | |  | studies related to climate | vulnerability not | vulnerability and | Groundwater | on water resources are | |  |  |
|  | for AMCOW information | |  | change predictions, | mainstreamed into | adaptation become | Commission | understood by L/RBOs and | |  |  |
|  | related to climate change | |  | vulnerability | L/RBO and | integral parts of L/RBO | water resources | Groundwater Commissions. | |  |  |
|  | vulnerability analyses and | |  | assessment, and | Groundwater | and Groundwater | development |  |  |  |  |
|  | adaptation strategies of | |  | adaptation strategies of | Commission plans |  | plans |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |
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|  |  |  |  |
| --- | --- | --- | --- |
| African transboundary |  | African transboundary | |
| basins strengthened |  | basins and aquifers | |
|  |  | developed. | |
|  |  |  | |
|  |  | At least 3 | case |
|  |  | studies/best | |
|  |  | practices/lessons learned | |
|  |  | from L/RBOs and | |
|  |  | Groundwater | |
|  |  | Commissions on | |
|  |  | financing and | |
|  |  | implementing | |
|  |  | (transboundary) climate | |
|  |  | change adaptation | |
|  |  | initiatives developed | |
|  |  | and disseminated | |
|  |  | through AMCOW. | |
|  |  | ANBO guidelines on | |
|  |  | climate | |
|  |  | resilient infrastructure | |
|  |  | development for | |
|  |  | L/RBOs and | |
|  |  | Groundwater | |
|  |  | Commissions developed | |
|  |  | and disseminated | |
|  |  | through AMCOW | |
|  |  | At least four | |
|  |  | transboundary water | |
|  |  | commissions (L/RBOs | |
|  |  | and/or Groundwater | |
|  |  | Commissions) sensitized | |
|  |  |  |  |

No continent-wide repository/ database of relevant climate change (vulnerability) information

Limited knowledge, information and experience exchange between L/RBOs on the continent on climate change (vulnerability) matters

Commission planning processes.

Planners and decision-makers have access to ANBO meta-database on climate change and climate change vulnerability and regularly use it as a tool

Regular knowledge, information and experience exchange between L/RBOs taking place, facilitated through ANBO

Reports of ANBO

to AMCOW

AWIS

information on

climate change

and climate

change

vulnerability

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  | and trained on the use of | |  |  |  |  |  |
|  |  |  |  | ANBO’s meta database | |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  | Outcome 1.4: ANBO |  |  | ANBO communication | | ANBO communication | Streamlined and targeted | ANBO website. | A: L/RBOs and Groundwater |  |
|  | communication, |  |  | strategy developed | | activities currently | communication messages | ANBO and | Commissions consider |  |
|  | monitoring, evaluation and |  |  |  |  | handled by | on transboundary water | AMCOW policy | outputs of ANBO |  |
|  | adaptive management |  |  |  | | communications officer | resources and groundwater | briefs on | communication programme |  |
|  |  |  | At least 2 | policy briefs |  |
|  | capacity strengthened |  | hired under SITWA | management sent out by | valuable |  |
|  |  |  | on transboundary | | transboundary |  |
|  |  |  |  | groundwater | | project but these are not | ANBO. | water resources |  |  |
|  |  |  |  | management produced | | formally structured as | Communication is a part | and groundwater |  |  |
|  |  |  |  | and disseminated | | there is no clear | of ANBO project | management |  |  |
|  |  |  |  | definition of roles | management strategies. |  |  |  |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  | among project staff. |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |



**Component 2: Supporting the capacity building of Lake/River Basin Organizations, Groundwater Commissions and RECs to foster transboundary cooperation**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Outcome 2.1: Information | |  | Transboundary data | | Data on surface and | Information and data on | Project | A: Data and information on |  |  |
| and data management | |  | management and | | groundwater resources | water resources readily | Implementation | water resources at national |  |  |
| capacity of L/RBOs and | |  | information sharing | | very limited across the | available and used for | Reports | and basin level available in |  |  |
| Groundwater Commissions | |  | systems (data | | African continent. | planning processes at the | Data portal | compatible formats to enable |  |  |
| strengthened | |  | exchange/management | | Scarce data is not | various levels (within |  | sharing. |  |  |
|  |  |  | protocols, common | | shared across L/RBOs | limits of national |  | A: African countries, |  |  |
|  |  |  | referential and priority | | and states. | security). |  | L/RBOs and Groundwater |  |  |
|  |  |  | topics, data exchange | | No integrated data | ANBO data portal on |  | Commissions willing to |  |  |
|  |  |  | scenarios and tools, data | | exchange mechanisms | surface and groundwater |  | share data and information |  |  |
|  |  |  | exchange platforms etc.) | | and few protocols for | resources established and |  |  |  |  |
|  |  |  | implemented for two | | data and information | utilized for decision |  |  |  |  |
|  |  |  | selected L/RBOs and 1 | | exchange on water | making. |  |  |  |  |
|  |  |  | Groundwater | | resources in Africa in | L/RBO capacity on |  |  |  |  |
|  |  |  | Commission, and linked | |  |  |  |  |
|  |  |  | place resulting in poor | integrated data |  |  |  |  |
|  |  |  | to AWIS. | |  |  |  |  |
|  |  |  | or lack of decisions on | management strengthened |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
|  |  |  |  |  | water resources | and data portals used to |  |  |  |  |
|  |  |  |  | |  |  |  |  |  |  |
|  |  |  | At least 2 | training | management | inform planning and |  |  |  |  |
|  |  |  | courses on data | |  | management decision- |  |  |  |  |
|  |  |  | management for selected | |  | making |  |  |  |  |
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|  |  |  |  |  | L/RBOs organised | |  |  |  |  |  |  |
|  |  |  |  |  | by/through ANBO. | |  |  |  |  |  |  |
|  |  | |  |  |  |  |  |  |  |  |  |  |
|  | Outcome 2.2: RECs | |  |  | REC’s transboundary) | | Linkages between | African countries, RECs | Training | A: Increased integration of |  |  |
|  | capacity to foster | |  |  | water resources | | international | and L/RBOs understand | workshop reports | REC and L/RBO |  |  |
|  | international as well as | |  |  | management focal | | conventions/protocols | linkages between | Best practice and | institutional frameworks |  |  |
|  | multi-sectoral cooperation | |  |  | points and selected | | not clearly defined and | international conventions | lessons learnt | takes place as foreseen in |  |  |
|  | among their member states | |  |  | L/RBO and/or | | understood | and local legal and policy | publications | policies of RECs |  |  |
|  | to manage transboundary | |  |  | Groundwater | | Limited understanding | provisions for water | Records of |  |  |  |
|  | waters including | |  |  | Commission | | resources management. |  |  |  |
|  |  |  | of linkages between | dialogue events |  |  |  |
|  | groundwater strengthened | |  |  | representatives trained | |  |  |  |  |
|  |  |  | international, | Water resources planning |  |  |  |  |
|  |  |  |  |  | in transboundary water | | continental, regional | and development reflects |  |  |  |  |
|  |  |  |  |  | law | | and national legal and | provisions of international |  |  |  |  |
|  |  |  |  |  | Lessons learned and best | | policy provisions for | conventions. |  |  |  |  |
|  |  |  |  |  | practices of effective | | water resources and | Active exchange of |  |  |  |  |
|  |  |  |  |  | REC support to its | | groundwater | lessons learnt and best |  |  |  |  |
|  |  |  |  |  | member states and/or | | management | practices, facilitated |  |  |  |  |
|  |  |  |  |  | L/RBOs to foster | |  | through ANBO |  |  |  |  |
|  |  |  |  |  | international | | Limited exchange of |  |  |  |  |  |
|  |  |  |  |  | cooperation for | |  |  |  |  |  |
|  |  |  |  |  | lessons learnt and best | Regular dialogue |  |  |  |  |
|  |  |  |  |  | transboundary water | |  |  |  |  |
|  |  |  |  |  | practices between | platforms established |  |  |  |  |
|  |  |  |  |  | management identified, | |  |  |  |  |
|  |  |  |  |  | continental role-players |  |  |  |  |  |
|  |  |  |  |  | discussed and | |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  | disseminated among | |  |  |  |  |  |  |
|  |  |  |  |  | RECs and L/RBO/GC. | |  |  |  |  |  |  |
|  |  |  |  |  |  | |  |  |  |  |  |  |
|  |  |  |  |  | At least 2 | dialogue |  |  |  |  |  |  |
|  |  |  |  |  | platform/s among RECs | |  |  |  |  |  |  |
|  |  |  |  |  | and other regional | |  |  |  |  |  |  |
|  |  |  |  |  | stakeholders established | |  |  |  |  |  |  |
|  |  |  |  |  | to stimulate | |  |  |  |  |  |  |
|  |  |  |  |  | international as well as | |  |  |  |  |  |  |
|  |  |  |  |  | multisectoral | |  |  |  |  |  |  |
|  |  |  |  |  | cooperation and reflect | |  |  |  |  |  |  |
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|  |  | development issues | |  |  |  |  |  |
|  |  | under water and climate | |  |  |  |  |  |
|  |  | security framework | |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |
| Outcome |  | ANBO in-house | | Most operations of | L/RBOs and Groundwater | Funding | A: Incentives for private |  |
| 2.3:Financing/Resource |  | capacity to gather and | | L/RBOs are funded by | Commissions able to | agreements | sector participation in water |  |
| mobilization capacity of |  | disseminate information | | international | mobilize resources | entered into with | resources management made |  |
| L/RBOs and Groundwater |  | on financial | | development | especially from local | new institutions | available. |  |
| Commissions strengthened |  | opportunities related to | | organizations and | sources such as the private | including private | A: Availability of staff to |  |
|  |  | transboundary water | | partners which | sector. | sector entities | train in resource mobilization |  |
|  |  | resources management | | threatens sustainability | Opportunities for |  |  |  |
|  |  | strengthened to benefit | | Staff in the L/RBOs | broadening financial base | Capacity building |  |  |
|  |  | its Member | | have limited resource | recognised by L/RBOs | workshop reports |  |  |
|  |  | Organizations. | | mobilization skills need | and staff have the |  |  |  |
|  |  |  |  | training. | necessary skills to | Minutes/ records |  |  |
|  |  | Capacity building | |  | implement accessing a |  |  |
|  |  |  | of donor |  |  |
|  |  | workshops (at least 2) | |  | broader range of finance |  |  |
|  |  |  | coordination |  |  |
|  |  | for L/RBOs and | |  | sources |  |  |
|  |  |  | meetings |  |  |
|  |  | Groundwater | |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  | Commissions on | |  |  |  |  |  |
|  |  | financial resources | |  |  |  |  |  |
|  |  | mobilization carried out | |  |  |  |  |  |
|  |  |  | |  |  |  |  |  |
|  |  | One | Donors and |  |  |  |  |  |
|  |  | partners coordination | |  |  |  |  |  |
|  |  | group/s established to | |  |  |  |  |  |
|  |  | monitor available | |  |  |  |  |  |
|  |  | resources and funding | |  |  |  |  |  |
|  |  | possibilities for long- | |  |  |  |  |  |
|  |  | term development and | |  |  |  |  |  |
|  |  | strategic support | |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |

**ToR Annex B: Project Information Package to be reviewed by IC**

|  |  |
| --- | --- |
| # | 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 |
| 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 |
|  | *Additional documents, as required* |

**ToR Annex C: Content of the TE report**

1. 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

1. Acknowledgements
2. Table of Contents
3. Acronyms and Abbreviations
4. 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

1. 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

1. 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

1. Findings

(in addition to a descriptive assessment, all criteria marked with (\*) must be given a rating[[6]](#footnote-6))

4.1 Project Design/Formulation

* Analysis of Results Framework: project logic and strategy, indicators
* Assumptions and Risks
* Lessons from other relevant projects (e.g. same focal area) incorporated into project design
* Planned stakeholder participation
* Linkages between project and other interventions within the sector
  1. Project Implementation
* Adaptive management (changes to the project design and project outputs during implementation)
* Actual stakeholder participation and partnership arrangements
* Project Finance and Co-finance
* Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
* UNDP implementation/oversight (\*) and Implementing Partner execution (\*), overall project implementation/execution (\*), coordination, and operational issues
* Risk Management, including Social and Environmental Standards (Safeguards)
  1. Project Results and Impacts
* Progress towards objective and expected outcomes (\*)
* Relevance (\*)
* Effectiveness (\*)
* Efficiency (\*)
* Overall Outcome (\*)
* Sustainability: financial (\*), socio-economic (\*), institutional framework and governance (\*), environmental (\*), and overall likelihood (\*)
* Country ownership
* Gender equality and women’s empowerment
* Cross-cutting Issues
* GEF Additionality
* Catalytic/Replication Effect
* Progress to Impact

1. Main Findings, Conclusions, Recommendations & Lessons

* Main Findings
* Conclusions
* Recommendations
* Lessons Learned

1. Annexes

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

**ToR Annex D: Evaluation Criteria Matrix template**

|  |  |  |  |
| --- | --- | --- | --- |
| **Evaluative Criteria Questions** | **Indicators** | **Sources** | **Methodology** |
| Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities a the local, regional and national level? | | | |
| *(include evaluative questions)* | *(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)* | *(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the TE , etc.)* | *(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)* |
|  |  |  |  |
|  |  |  |  |
| Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved? | | | |
|  |  |  |  |
|  |  |  |  |
| Efficiency: Was the project implemented efficiently, in line with international and national norms and standards? | | | |
|  |  |  |  |
|  |  |  |  |
| Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results? | | | |
|  |  |  |  |
|  |  |  |  |
| Gender equality and women’s empowerment: How did the project contribute to gender equality and women’s empowerment? | | | |
|  |  |  |  |
|  |  |  |  |
| Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status? | | | |
|  |  |  |  |
| *(Expand the table to include questions for all criteria being assessed: Monitoring & Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)* | | | |

**ToR Annex E: UNEG Code of Conduct for Evaluators**

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

**Evaluators/Consultants:**

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people’s right not to engage. Evaluators must respect people’s right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders’ dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project’s Mid-Term Review.

**Evaluation Consultant Agreement Form**

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name of Consultancy Organization (where relevant): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Place) on \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Date)

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

**ToR Annex F: TE Rating Scales**

|  |  |
| --- | --- |
| Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance | Sustainability ratings: |
| 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 |

**ToR Annex G: TE Report Clearance Form**

|  |
| --- |
| **Terminal Evaluation Report for** *(Project Title & UNDP PIMS ID*) **Reviewed and Cleared By:**  **Commissioning Unit**  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 IC 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 26 February 2021 from the Terminal Evaluation of Strengthening the institutional capacity of African Network of Basin Organization (ANBO), contributing to the improved transboundary water governance in Africa (UNDP Project PIMS #5338)

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Institution/**  **Organization** | **#** | **Para No./ comment location** | **Comment/Feedback on the draft TE report** | **IC**  **response and actions taken** |
|  |  |  |  |  |
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1. <http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf> [↑](#footnote-ref-1)
2. 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) [↑](#footnote-ref-2)
3. Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml> [↑](#footnote-ref-3)
4. The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit’s senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:

   <https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default> [↑](#footnote-ref-4)
5. Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://popp.undp.org/SitePages/POPPRoot.aspx> [↑](#footnote-ref-5)
6. See ToR Annex F for rating scales. [↑](#footnote-ref-6)