

TERMS OF REFERENCE

HIRING OF NATIONAL INDIVIDUAL CONSULTANT FOR TERMINAL EVALUATION OF GGEB PROJECT

Project Title	Generating Global Environmental Benefits from Improved Decision-Making Systems and Local Planning in Pakistan
Post Title	National Technical Consultant – Terminal Evaluation
Duty Station	Field / Home based
Duration	35 working days spread across 04 months
Contract	Individual Technical Consultancy Contract – Short Term

1. INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and Small-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the full-sized project titled "*Generating Global Environment Benefits Project (PIMS# 4939)*" implemented through *Ministry of Climate Change*. The project document was signed on 9th March 2016. However, the project could not take off in time due to various reasons including hiring, termination and re-hiring of project staff by the Ministry of Climate Change. The project inception workshop was held on 17th December 2018. The project's results framework was revised and made simplified at the inception workshop in due consultation with the MoCC, Government departments and stakeholders to cater for the changes in environment sector and government (IP) set up from 2013 (PPG approval) to 2018 (Inception). The project original closure date was 8th March 2019, however, it was granted no cost extension at the request of MOCC by GEF Secretariate. The revised date of Operational Closure of the project is now 9th March 2022.

The project started on December 2018 and is in its 3rd 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' ([Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects](#)).

2. PROJECT BACKGROUND AND CONTEXT

Programme Period: 39 months Dec 2018- March 2022

Total resources required: USD 1,935,550

Total allocated resources:

- GEF USD 995,500
- Co-financing USD
 - Government(Parallel/Inkind) USD 722,350
 - UNDP USD 217,700

1. The project's **overall goal** is 'Generating Global Environmental Benefits from Improved Decision Making in Pakistan. Its specific **objective** is 'to remove the barriers to environmental information management and mainstreaming global environment concerns into economic decision making'. The objective is two-fold in its focus, one related to environmental information, and the other to employing this information for improved economic decision making. Thus the project has **two components** of: (a) establishing a robust environmental information management system; and (b) stimulating commitments and filling gaps in capacities for integrating environment and development as laid down in PIF. However, as clarified in the introduction, the first focus on environmental information is composite in nature and has therefore been divided into two separate but related

outcomes for an effective implementation. Accordingly, the project will have three interrelated **outcomes**:

- (1) Regular availability of consistent and reliable environmental data;
- (2) A coordinated and robust environmental information management system, and,
- (3) Enhanced commitment and capacity for sustainable development planning and legislation

The project falls under the GEF -5 Focal Area of Cross-Cutting Capacity Development. It addresses all five objectives, more notably the second, 'to generate, access and use information and Knowledge' and the third, 'to strengthen capacities to develop policy and legislative frameworks'. The project is in line UNDP's Strategic Plan and Country Programme Document (CPD) Output 6.3: Legal and regulatory framework and policies are in place, and institutional capacitated for the conservation, sustainable use, inclusive access and benefit-sharing of natural resources, biodiversity, chemicals, waste management and eco-systems. In fact there is a strong convergence of interests in enabling Pakistan to secure the sustainability of its long term economic development by protecting its natural resource base and to enhance its global contribution to environment and sustainable development.

3. TE PURPOSE

The TE will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments. The results of TE along with the management responses will be shared with MoCC and other relevant government departments as a means for further learning and sharing of experiences. UNDP will also benefit from the results of TE in terms of improving upon future project designs.

4. TE APPROACH & METHODOLOGY

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

The TE national consultant 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 GEF focal area /Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal /Tracking Tools that must be completed before the TE field mission begins.

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

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to Ministry of Climate Change, Economic Affairs Division (EAD) , Pakistan Bureau of Statistics (PBS), Federal Environment Protection Agency, , Provincial Environment Protection Agencies (KPK and Punjab), , Executing Agencies, Senior Officials and task team/ component leaders, key expert and consultant in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc. Additionally, the **National Consultant** is expected to conduct field missions to

KPK and, Punjab and meet with the local communities if permitted by UNDP as per the SOPs under COVID-19 pandemic.

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 final approach and methodology must be documented in the inception report and agreed upon by both the parties. 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.

Engagement of stakeholders is vital to a successful Final Evaluation. Stakeholder involvement should include (where possible, given the COVID situation) surveys/questionnaires, focus groups, interviews with stakeholders who have project responsibilities, including but not limited to executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Steering Committee, project stakeholders, local government, CSOs, project beneficiaries, etc. If not all stakeholders are available to engage virtually, this must be documented in the Evaluation report with justification.

Data collection will be used to validate evidence of results and assessments (including but not limited to assessment of Theory of Change, activities delivered, and results/changes occurred).

The final Evaluation report should describe the full evaluation approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review. The final report must also describe any limitations encountered by the Evaluation team during the evaluation process including limitations of the methodology, data collection methods, and any potential influence of limitation on how findings may be interpreted, and conclusions drawn. Limitations include, among others: language barriers, inaccessible project sites (due to travel restrictions because of COVID), issues with access to data or verification of data sources, issues with availability of interviewees, methodological limitations to collecting more extensive or more representative qualitative or quantitative evaluation data, deviations from planned data collection and analysis set out in the ToR and Inception Report, etc. Efforts made to mitigate the limitations should also be included in the Interim Evaluation report.

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

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country although not restricted and travel in the country is well but to follow UNDSS SOPs for domestic travels which may not permit UNDP contract holder to travel. If it is not possible to travel within the country for the TE mission then the TE consultant should develop a methodology that takes this into account the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys, and evaluation questionnaires. This 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 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 National Consultant is expected to start the field mission If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

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

5. DETAILED SCOPE OF THE TE

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

The Findings section of the TE report will cover the topics listed below.

A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "(*)" indicates criteria for which a rating is required.

Findings

i. Project Design/Formulation

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

ii. Project Implementation

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

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment

- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

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 and worst 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 (Generating Global Environmental Benefits from Improved Decision-Making Systems and Local Planning in Pakistan)

Monitoring & Evaluation (M&E)	Rating ¹
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	

¹ 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	

6. TIMEFRAME

The total duration of the TE will be approximately (50 working days) over a time period of 7 week starting from Sep – Nov 2021). The tentative TE timeframe is as follows:

TIMEFRAME	ACTIVITY
06-09-2021 - 20-09-2021 (14 days)	Application closes
20-09-2021 –30-09-2021 (10 days)	Selection of TE Team
30-09-2021 – 01-10-2021 (01 day)	Prep the TE Team (handover of Project Documents)
02-10-2021 – 07-10-2021 (06 days)	Document review and preparing TE Inception Report
08-10-2021 – 13-10-2021 (05 days)	Finalization and Validation of TE Inception Report- latest start of TE mission
14-10-2021 – 29-10-2021 (15 days)	TE mission: stakeholder meetings, interviews, field visits (if not possible virtual meetings will be conducted)
30-10-2021 – 31-10-2021 (02 days)	Mission wrap-up meeting & presentation of initial findings- earliest end of TE mission
01-11-2021 – 05-11-2021 (05 days)	Preparing draft final report and sharing with UNDP for review
06-11-2021 – 11-11-2021 (05 days)	Incorporating audit trail from feedback on draft report/Finalization of TE report
12-11-2021 – 16-11-2021 (05 days)	Preparation & Issue of Management Response
17-11-2021 –21-11-2021 (05 days)	Expected date of full TE completion

7. TE DELIVERABLES

#	Deliverable	Description	Timing / no of days	Responsibilities
1	TE Inception Report	TE team clarifies objectives and methods of Terminal Review	No later than 2 weeks before the TE mission: 13 Oct 2021	TE team submits to the Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: 31 Oct 2021	TE Team presents to project management and the Commissioning Unit

3	Draft Final Report	Full report (using guidelines on content outlined in Annex B) with annexes	Within 3 weeks of the TE mission: 11 Nov 2021	Sent to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, GEF OFF
4	Final Report*	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final TE report	Within 1 week of receiving UNDP comments on draft: 21 Nov 2021	Sent 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.²

8. TE IMPLEMENTATION ARRANGEMENTS

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

The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements to Pakistan and within the country for the TE team, if the 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 national evaluator is required to meet with all the key stakeholders within Islamabad. For any visits outside Islamabad, the consultant will arrange his own travel and the relevant costs should be indicated in financial proposal.

Following to be noted for travel:

- The BSAFE course must be successfully completed prior to commencement of travel, if required;
- 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, as and if required.

9. TE TEAM COMPOSITION

One independent National Consultant (evaluator) will conduct the TE- (with experience and exposure to projects and evaluations in country. The TE Consultant will be responsible for the overall design and writing of the TE report. The consultant 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 Consultant (Evaluator) will work on any work that needs to be undertaken as laid out in this ToR, and other tasks, as required. The National Consultant will also act as a focal point for coordinating and working with relevant stakeholders in Pakistan. In the case of travel restriction and if travel is not possible, the TE consultant will use alternative means of interviewing stakeholders and data collection (i.e. Skype interview, mobile questionnaires, etc.) including the field visits.

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

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

The selection of National Evaluator will be aimed at maximizing the overall “team” qualities in the following areas:

Education

- Master’s degree in Environmental Science,, Environmental Information Management Systems, or other closely related field

Experience

- Experience in relevant technical areas of (Environment, Environmental Information Management Systems,) for at least 10 years;
- Experience in evaluating GEF, UNDP or UN agencies funded projects;
- Relevant experience with results-based management evaluation methodologies.
- Experience applying SMART indicators and reconstructing or validating baseline scenarios.
- Demonstrated understanding of issues related to gender and Environment, Environmental Information Management Systems, and experience in gender responsive evaluation and analysis;
- Project evaluation/review experience within United Nations (other than UNDP) system will be considered an asset.
- *Experience with implementing evaluations remotely will be considered an asset.*

Language

- Fluency in written and spoken English and Urdu.
- Fluency in other language (Pashto) will be an asset

10. SELECTION CRITERIA FOR EVALUATION

<p>Individual consultants will be evaluated based on the Cumulative analysis. The award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:</p> <p>i) Responsive/compliant/acceptable, and ii) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.</p> <p>a. Technical Criteria weight: 70% b. Financial Criteria weight: 30%</p> <p>Only candidates obtaining a minimum of 49 out of 70 points will be considered for the Financial Evaluation</p>		
Criteria	Weight	Max. Point
<u>Technical Competencies</u>	70	
<ul style="list-style-type: none"> • A Master’s degree in Environmental Science, Environmental Information Management Systems, or other closely related field. 	10	
<ul style="list-style-type: none"> • Experience in relevant technical areas of (Environmental Science, Environmental Information Management Systems,) for at least 10 years; 	15	

<ul style="list-style-type: none"> • Experience in evaluating GEF, UNDP or UN agencies funded projects; 	20	
<ul style="list-style-type: none"> • Relevant experience with results-based management evaluation methodologies; 	05	
<ul style="list-style-type: none"> • Demonstrated understanding of issues related to Environmental Information Management Systems, and experience in gender responsive evaluation and analysis; 	10	
<ul style="list-style-type: none"> • Project evaluation/review experience within United Nations (other than UNDP) system will be considered an asset. 	05	
<ul style="list-style-type: none"> • <i>Experience with implementing evaluations remotely will be considered an asset</i> 	05	
Financial proposal	30	
Total Score	Technical score 70+30 Financial	
Weight per Technical Competence		
Weak: Below 70%	The individual consultant/contractor has demonstrated a WEAK capacity for the analyzed competence	
Satisfactory : 70-75%	The individual consultant/contractor has demonstrated a SATISFACTORY capacity for the analyzed competence	
Good: 76-85%	The individual consultant/contractor has demonstrated a GOOD capacity for the analyzed competence	
Very Good: 86-95%	The individual consultant/contractor has demonstrated a VERY GOOD capacity for the analyzed competence	
Outstanding: 96-100%	The individual consultant/contractor has demonstrated a OUTSATNDING capacity for the analyzed competence	

11. EVALUATOR ETHICS

The TE Consultant 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 (Annex' E). The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

12. PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit

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

Criteria for issuing the final payment of 40%³:

- 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.

13. APPLICATION PROCESS⁴

Recommended Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the template⁵ provided by UNDP;
- b) **CV** and a **Personal History Form** (P11 form⁶);
- 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 (insert mailing address) in a sealed envelope indicating the following reference “Consultant for Terminal Evaluation of Generating Global Environmental Benefits from Improved Decision-Making Systems and Local Planning in Pakistan)” or by email at the following address ONLY: bids.pk@undp.org) by (*date as mentioned above*). Incomplete applications will be excluded from further consideration.

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

³ 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

⁴ Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://popp.undp.org/SitePages/POPPRoot.aspx>

⁵ <https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20C%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

⁶ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

14. TOR ANNEXES

(Add the following annexes to the final ToR)

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

ToR Annex A: Project Logical/Results Framework

Overall Goal: Generating Global Environmental Benefits from Improved Decision Making in Pakistan				
Project Objective: Removing the barriers to environmental information management and mainstreaming global environment concerns into economic decision making.				
Indicators	Baseline	<i>Target</i> (end of project)	Sources of Verification[1]	Risks and Assumptions
1. An Environmental Information management System for Pakistan developed under the EIMS ⁷ project is functioning effectively and sustainably	A foundation laid under the EIMS project before exits but EIMS is not functional yet. Also, a framework of indicators and variables for environmental reporting is available but hasn't been approved and adopted; Likewise State of the environment reports for Pakistan and different provinces have been drafted but not published yet ⁸ .	1.1. EIMS for Pakistan fully operational; 1.2. Environmental reporting (variables & indicators) framework approved & adopted. 1.3. Three annual State of environment (SOE) reports each for Pakistan, Punjab and KP published ⁹ .	1.1. Internet - continued and reliable access to EIMS 1.2. Government Notification approving the environmental reporting framework; 1.3. Published reports of state of environment in Pakistan, Punjab and KP; 1.4. Published SOE reports increasingly reflect the adopted environmental reporting framework.	It is assumed that most of the spade work has already been done, and that it wouldn't take much of the project's resources to have the EIMS pending outputs reach fruition ¹⁰ . The approval and adoption of the environmental reporting framework will require an understanding and agreement among stakeholders, notably, with the provinces to follow the framework consistently.

⁷ NEIMS is to be corrected as NEIMS as the project was titled as National Environmental Information Management System

⁸ ⁸ The incomplete outputs of NEIMS was assumed to be completed under the GEODATA project under the Federal EPA, nevertheless during the period GEODATA didn't materialize as planned and thus dependence on GEODATA may not be realistic. Thus the all the project outputs should be deemed to focus on the set up as enshrined in the revised document.

⁹ This is due to the devolution on one hand that the project is focusing, beside federal Government, on the two provinces as well. On the other hand the project mentions of two SOE reports that cannot be for three different entities.

<p>2. Enhanced capacities for integrating environment in economic development by the Government of Pakistan as well as the provinces of Punjab and KP.</p>	<p>Much of the laws, policies and guidelines for integrating environmental consideration in development projects exists but capacities to implement they are patchy, mostly residing in ministries and departments directly related to environment. Even here, the needs far exceed the capacities, and the environmental capacities in the ministries and departments dealing with economic development are almost non-existent.</p>	<p>2.1. Planning and development functions in the government of Pakistan, Punjab and KP have enhanced access to environmental knowledge and capacity; 2.2. About 400 Officers or more from Ministries or departments dealing with economic development, the federal and provincial level in Punjab and KP have basic training and exposure to the essentials of environment and development; 2.4. One or more professional networks of environmental experts is in place and accessible to P&D Division and P&D departments in Punjab and KP to help in environmental reviews of development projects;</p>	<p>2.1. Project Progress Reports 2.2. Interviews with key participating organizations 2.3. Feedback from a sample of target beneficiaries. 2.4. Records of participants in different training workshops and sessions.</p>	<p>There are no major risks as such but it is assumed that the target organizations and their staff will be interested to participate in the environmental training and exposure programs. It is also assumed that the governments will be interested and supportive of trying the alternative approach of capacity building through professional networks.</p>
<p>3. A Market mechanism for sourcing and supplying environmental information.</p>	<p>There is little, if at all any, market based approach to sustainability in capacity building for environment.</p>	<p>A market based approach to sustainability in capacity building for environment is successfully pilot tested for replication and scaling up later.</p>	<p>1. Project reports 2. Verification from participants of experts' network making a part of the market based approach 3. MOUs/agreements between entities and supplying information.</p>	<p>It is assumed there are enough willing and able participating entities for the market based approach to be initiated, tested and established¹¹.</p>

¹¹ The federal EPA and other key stakeholders during the inception workshop didn't agree that under this project within the resources they can implement an entirely new approach within any previous baseline and foundation. They mentioned that the market based approach will need another larger and focused initiative. This project is already thinly spread and this approach may further reduce its effectiveness or the opportunity cost for other components will be out of proportion.

4. Public Opinion is better informed and more supportive of environmental protection and sustainability	Most people are currently little aware of the environment issues and must less about the need to integrate environment and development.	People across the different economic and demographic strata in Pakistan have a better understanding of the environment and of the need to protect and use it sustainably.	1. Successful telecast of two popular TV drama serials; 2. A public opinion baseline survey; 3. A repeat public opinion poll at the end of the project.	No Major risks. The popular TV channels, it is believed, would want to engage in the project implementation.
5. Enhanced and sustained political support to mainstream sustainability in economic development.	Most of the economic development projects miss on adequate assessments of their environmental impacts as well on the reviews of these impacts during the processes of project approval.	An increasing number of economic development projects benefit from adequate and competent environmental impact assessment that are influential in shaping the design and course of such projects for greater sustainability.	1. Records of Pak EPA, Punjab EPA and KP EPA for IIEs and EIAs; 2. Records of Government of Pakistan P&D Division and P&D Departments in Punjab and KP of environmental reviews of economic development projects; 3. Records of participating economic ministries and departments of the environmental research and analysis of future policies, laws and plans and the influence of such analysis on eventual decisions.	The achievement of this indicator is contingent on the willingness and support of the participating government ministries, departments and NGO ¹² s to try the alternate market based approaches. Most essential is an effective engagement of the members of parliament and provincial assemblies.

Outcome 1. Availability of Consistent and Reliable Environmental Data

Indicators	Baseline	<u>Target</u> (end of project)	<u>Sources of Verification</u> [1]	Risks and Assumptions
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¹² Currently the situation for the NGOs is not very supportive in the country, they are facing the issue of access to sites due to Government's restriction as well as funding constraints from their donors. Thus NGOs can't be expected to play any vital role in this project.

<p>1. Availability of adequate, consistent, reliable and up-to-date data on Pakistan's Environment</p>	<p>Environment data in Pakistan is fragmented. Different organizations tend to generate and use their respective data that is seldom widely shared. Relatively more comprehensive data is gathered by Pakistan Bureau of Statistics, but it is incomplete. There are also often questions as to the reliability of data.</p> <p>At provincial level in both Punjab and KP the Bureaus of Statistics serve as attached departments of the provincial P&D departments with the mandate of collection, consolidation, processing, analysis, publication and dissemination of statistics.</p>	<p>A Unified Collection, Storage and Access System for Primary Data managed by Pakistan Bureau of Statistics</p>	<ol style="list-style-type: none"> 1. Pakistan Bureau of Statistics 2. Feedback from Ministry of climate change (directorate general of environment) and other stakeholders 3. Revised and improved/new protocols for gathering and reporting environmental data 4. Component reports of the agencies gathering and reporting primary data to Bureau of Statistics. 	<ol style="list-style-type: none"> 1. An agreement between Climate Change Division,¹³ and Pakistan Bureau of Statistics on environment data gathering and reporting reforms/improvements. 2. An agreement between Bureau of Statistics, its counterpart in Provinces, and the agencies gathering primary data
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¹³ The agreement will be reached between Pakistan Bureau of Statistics and Ministry of Climate Change, with Directorate General of Environment within the Ministry as the focal office rather than the EPA. The EPA was initially tasked due to Geomatic project, nevertheless the overall environmental information such including the State of Environment Reports, etc. are coordinated through DG environment rather than EPA, though is one of the key contributors in terms of information.

2. Quality and reliability of environment data	The quality and reliability of data, including for environment, in Pakistan is often questioned. Sometimes it is a question of perception stemming from variability introduced by variation in sourcing, other times the concern is real. Limited work, if much, has been done in the past to address the issue of quality and reliability if environment data	Quality assurance tools are developed and pilot tested in 4 agencies gathering primary environment data each in Punjab and KP.	1. Project progress reports; 2. Review of data reported by the participating agencies	An agreement and effective collaboration between provincial EPAs responsible for coordinating the related output and the target data gathering agencies. These agencies will need to have the motivation to participate in what may otherwise appear marginal to their main stream operation
3. A compendium of Pakistan's environmental statistics, with enhanced contents, regularly published.	A compendium of the country's environmental statistics is published by Pakistan Bureau of Statistics, periodically; The last one was published in 201.. Its contents however need enhancement to match the country's environmental reporting requirements.	The Compendium of Environmental Statistics for Pakistan are published regularly every year with improved contents matching the country's environmental reporting requirements	1. Publishing record of Pakistan Bureau of Statistics 2. Feedback from Directorate General of Environment, Ministry of Environment and other stakeholders on content improvement; 3. Comparison of the 2010, 2014 compendiums' contents with those published in future.	The Climate Change and Division, Bureau of Statists, agree on the enhanced contents and process improvement as well as on regular annual publication of the compendium.
<p>Output 1.1: A Unified Collection, Storage and Access System for Primary Data</p> <p>Output 1.2: An Established List of Priorities for Data Gathering and Reporting</p> <p>Output 1.3: A Report of Bench Marking of Environmental Statistics of Pakistan with Environmental Data Requirement¹⁴</p> <p>Output 1.4: An Agreement between the Climate Change Division (CCD) and Pakistan Bureau of Statistics (PBS)</p>				

¹⁴ The output is rephrased as the environmental data requirements will be determined through the relevant departments afresh rather than as determined by NEIMS as the situation on the ground has substantially changed due to devolution and other changes in the institutions.

Output 1.5: Reformed Data Collection Tools and Approaches and clarified the mandate for residual data collection¹⁵
 Output 1.6: Environment Statistics of Pakistan
 Output 1.7: Protocols of Quality Assurance of Environment Data

Outcome 2: A Coordinated and Robust Environmental Information Management System

Indicators	Baseline	<u>Target</u> (end of project)	<u>Sources of Verification</u> [1]	Risks and Assumptions
1. A reliably functioning web (EIMS) portal hosting a multitude of data basis from participating organizations	The spade work for it has already been done. The portal is partially operating with some data hosed in COMSATS under mandate from Pak EPA. The mandate of Pak EPA is now limited to the jurisdiction of the Capital, rather than coordinating at National level.	National EIMS for Pakistan fully functional in year-1 and reliably operating during the course of the project and afterwards.	Internet/National EIMS Portal	An effective collaboration between the completed EIMSNEIMS project, its successor Geomatic Centre in EPA and this project. ¹⁶
2. Sustained participation and continuous updating of the respective environmental databases by the respective participating organizations in National EIMS	The different environmental organization generating and holding environmental information in the country were brought together under the EIMS project. However, the overall management structure for sustaining a functioning EIMS remained to be established	An effective management and coordination structure securing sustained participation and contributions of the existing EIMS partner organizations is established in year-1 and sustainably operated thereafter, making it more inclusive and broader over time.	1. Ministry of climate change, including and its attached department of Pak EPA Records 2. Records of the meetings and conferences; 3. Review of the content of EIMS portal at the beginning and end of the project, and periodically in between.	Pak EPA and the organization it outsources the EIMS Coordination to have the interest and ability to effectuate sustain and grow

¹⁵ Output 1.5 and 1.7 are clubbed together and now both are merged. The target under 1.5 will now include clarifying or freshly establishing the mandate for collecting left over essential data that Bureau of Statistics is unable to internalize in their system.

¹⁶ The Geomatic center is still not in the position to absorb this initiative

				the Pakistan EIMS ¹⁷ . Also, it is assumed the participating organizations have the motivation and incentive to continuously update their information and databases contributed to and through the EIMS.
3.. Pakistan's Annual State of Environment Report(s)	The spade work for the Pakistan's First State of Environment Report was done under NEIMS project but the report itself could not be produced.	Pakistan's First State of Environment Report published in year-1 and, one more annual report produced thereafter.	1. Records of the Government of Pakistan/Directorate General of Environment of the Ministry of climate change; 2. EIMS Web Portal	Most of the work is done. A limited project input and support will be needed to stimulate and enable the achievement of this important indicator of a functioning EIMS

¹⁷ Pak EPA is generating information through various sources including Geomatic project, nevertheless in itself a project, Geomatic also faces the sustainability challenges, thus the Ministry of climate change through its directorate general of environment who housed the NEIMS project as well, will serve as the focal institution for housing the project infrastructure and the delivery of major outputs such as state of environment report, partnership with PBS, etc. Federal EPA will be among the major contributors of environmental information but GEB's infrastructure can't be a subsidiary to Geomatic project. Nevertheless the current phase of Geomatic project is ending on 31st December 2018, and the successor, if any, will not have the federation serving aspects due to devolution of its functions to provinces, and the jurisdiction of Pak EPA is now limited to the Islamabad Capital Territory.

<p>4. Consistency and complementarities in reporting environmental information by the Federal Government and the provinces.</p>	<p>The environmental reporting by the Federal Government is mostly based on information supplied by the provinces. The provinces also sometimes produce their own environmental report/profiles. The information in two sets of reports is not always consistent, partly due to timing and sources. There is also a significant duplication of efforts.</p>	<p>1. Bench marking of Environmental Statistics of Pakistan with the EIMSNEIMS Identified Environmental Data Requirement</p>	<p>1. Report of bench marking of Pakistan State of the Environment Report with provincial environment reports/profiles in Punjab and KP. 2. Review of the contents of Pakistan State of the Environment Reports and provincial environment reports/profiles</p>	<p>It is assumed that the devolution of 'environment' post the 18th Amendment to Pakistan's constitution will not hinder collaboration, and that an agreement will have been reached on coordination of reporting by the provinces and the federal government.</p>
<p>5. Enhanced and improved country reporting against the three multilateral environmental agreements of CBD, UNFCCC and CCD.</p>	<p>Pakistan has been seeking to regularly report against the three Rio Conventions. The secretariats of the conventions often fund the preparation of these reports but the consistent availability of environmental information leaves room for improvement.</p>	<p>A total of three Country Reports under CBD, UNFCCC and UNCCD due during the project are produced in time with enhanced content and quality.</p>	<p>1. Project Progress Reports 2. Country Reports for CBD, UNFCCC and UNCCD.</p>	<p>Financial resources for producing the country reports as such are not a constraint. The project contribution will be mainly through refinements in primary data gathering and reporting. It will also finance analysis and research on select issues to fill any critical gaps in the reporting as a part of the overall improvements in Pakistan EIMS</p>

6. Synergy between environmental research, reporting and practice	A lot of the research is carried out in universities but links to policy and practice are weak or missing. On the other hand, environmental organizations need resources for essential research to fill critical gaps in information.	Institute and pilot test need-based research collaboration between Ministry of climate change including directorate general of environment and Pak EPA, Provincial P&Ds together with EPAs, and two universities, one each in Punjab and KP, involving a total of 12 short research assignments during the project period	1. Project Progress Reports 2. Research Reports and publications; 3. Feedback from collaborating	Existence of mutual interest is assumed. It is also assumed universities already have access to funds for their graduate students' research that it will adapt to the needs of P&D. The project will fund some additional research P&D require and wouldn't be possible to fund from universities' own resources ¹⁸ .
<p>Output 2.1: An Effectively Operating National Environmental Information Management System</p> <p>Output 2.2: Policy Research and Analysis</p> <p>Output 2.3: Pakistan's State of Environment Report(s)</p> <p>Output 2.4: Provincial State of Environment Reports including benchmarking with National State of the Environment report</p> <p>Output 2.5: Country Reports under Multilateral Agreements¹⁹</p> <p>Output 2.6: Harnessing Research Capacity and Opportunities in Universities</p>				
Outcome 3: Enhanced commitment and capacity for sustainable development planning and legislation				
Indicators	Baseline	<u>Target</u> (end of project)	<u>Sources of Verification</u> [1]	Risks and Assumptions

¹⁸ Planning and Development departments rather than EPA will have the coordinating role, EPA including other line departments will generate data/information.

¹⁹ Support will be extended in the production of reports against the three conventions (CBD, UNCCD, UNFCCC) and the existing allocation for this output will be doubled from the left over allocation of deleted output (2.5)

<p>1. Understanding of environment issues among planners for economic development in public sector</p>	<p>Environmental capacity in the country is limited. Much of what exists is in select environmental institutions of the governments. Officers in government ministries and departments dealing with economic development have a scant exposure to the issues of environment; and even less to global environmental obligations of Pakistan.</p>	<p>A core of 400 officers in economic development ministries and departments are exposed to the essentials of environment, through 90 workshops or seminars at respective ministries or departments and 12 guest-lectures in relevant training institutions.</p>	<p>1. Reports of relevant workshops and seminars; 2. Review of the content and resources for the workshops and seminars 3. Project Progress Reports 4. Participants feedback</p>	<p>The officers are interested and available for training, and that the respective ministries, departments and institutions are supportive and would enable the organizations of training and workshops.</p>
<p>2. Access to environmental expertise and competence required for informed economic decision making</p>	<p>Past efforts of capacity building for environment have focussed on the environment functions. Little or no attention has been paid to economic development sectors where such capacities are needed most. Even in the environment functions that were targeted, lasting capacity has been hard to build, affected by the temporary nature of the initiatives and frequent transfers characterizing the civil service in Pakistan.</p>	<p>Develop, design and pilot test an alternate market based approach to capacity development for environment.</p>	<p>1. Project Progress Reports 2. Existence of one or more environmental experts network 3. Reports of research, analysis and reviews outsourced to think tanks and professional networks.</p>	<p>The Planning and Development Division, provincial P&D Departments, and EPAs are interested to explore, test and support the alternate of market based approach.</p>

<p>3.Public opinion and support for environment protection and friendly development</p>	<p>Environmental awareness in Pakistan has certainly increased over the years but is uneven. Much of the voting public in rural areas is not literate and ignorant or at best indifferent to the broader issues of environment. Awareness raising through the written word has understandably a limited reach. TV is the only medium reaching wider public but it has had limited interest or persuasion to advocate the issues of environment.</p>	<p>(a) Two popular TV drama serials to increase the environmental understanding and support of masses, reachable by popular TV, and thus stimulate popular demand for environment protection and sustainable development. (b) Likewise target opinion leaders in media (press and electronic) through 12 site visits to high profile projects.</p>	<ol style="list-style-type: none"> 1. Reports of the participating TV channels; 2. Report of the media visits to high profile projects 3. Monitoring of press and electronic news coverage post the high profile site visits. 4. Project Progress reports; 5. Opinion polls before, during and after the project implementation. 	<p>The respective TV channels are interested and willing to participate in the project.</p>
<p>4. Political Commitment and Support for protecting environment and mainstreaming sustainability in economic development</p>	<p>Members of the parliament and provincial assemblies include several environmentally enlightened individuals. Not all are however as aware and convinced of the imperative of environmental integration in economic development. This represents the major missing pillar to effectuate the country's otherwise progressive environmental policies and legislation. The current elected government in general and the Prime Minister is the stalwart of environment with commitment of massive greening programmes.</p>	<p>(a) Expose the existing standing committees on environment in different houses of public representatives, create new ones where needed though a total of 24 briefing sessions. (b) Engage a broader spectrum of politicians both at federal and provincial level by organizing site visits to high profile development projects for discussions on their economic and environmental promises and implication. About 9 such visits are envisaged.</p>	<ol style="list-style-type: none"> 1. Records of the parliament and provincial assemblies 2. Notes of the specific briefing section 3. Notes from site visits 4. Records of P&D Division and P&D departments in Punjab and KP related to projects positively influenced by environmental considerations; 4. Project Progress reports 	<p>The achievement of these indicators is not only contingent of the political leadership supporting integration of environment in development projects. Their interest and engagement in the project supported discussion and field visits is assumed and would be necessary.</p>

		<p>(c) Increase the number of development projects whose design is positively shaped by environmental considerations.</p> <p>(d) Engaging the current leadership to contribute to the project objectives, specifically related to environment information management.</p>		
<p>Output 3.1. Exposure and Training of Civil Service Output 3.2. Enhanced Access of Planning Functions to Environmental Expertise Output 3.3: An Engaged Polity Output 3:4: Supportive Public Opinion through Media Support</p>				

ToR Annex B: Project Information Package to be reviewed by TE team

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

ToR Annex C: Content of the TE report

- i. Title page
 - Title of UNDP-supported GEF-financed project
 - UNDP PIMS ID and GEF ID
 - TE timeframe and date of final TE report

- Region and countries included in the project
 - GEF Focal Area/Strategic Program
 - Executing Agency, Implementing partner and other project partners
 - TE Team members
- ii. Acknowledgements
 - iii. Table of Contents
 - iv. Acronyms and Abbreviations
 1. Executive Summary (3-4 pages)
 - Project Information Table
 - Project Description (brief)
 - Evaluation Ratings Table
 - Concise summary of findings, conclusions and lessons learned
 - Recommendations summary table
 2. Introduction (2-3 pages)
 - Purpose and objective of the TE
 - Scope
 - Methodology
 - Data Collection & Analysis
 - Ethics
 - Limitations to the evaluation
 - Structure of the TE report
 3. Project Description (3-5 pages)
 - Project start and duration, including milestones
 - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
 - Problems that the project sought to address, threats and barriers targeted
 - Immediate and development objectives of the project
 - Expected results
 - Main stakeholders: summary list
 - Theory of Change
 4. Findings
(in addition to a descriptive assessment, all criteria marked with (*) must be given a rating 20)
 - 4.1 Project Design/Formulation
 - Analysis of Results Framework: project logic and strategy, indicators
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g. same focal area) incorporated into project design
 - Planned stakeholder participation
 - Linkages between project and other interventions within the sector
 - 4.1 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
 - 4.2 Project Results

²⁰ See ToR Annex F for rating scales.

- Progress towards objective and expected outcomes (*)
 - Relevance (*)
 - Effectiveness (*)
 - Efficiency (*)
 - Overall Outcome (*)
 - Country ownership
 - Gender
 - Other Cross-cutting Issues
 - Social and Environmental Standards
 - 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, including summary of field visits
 - List of persons interviewed
 - List of documents reviewed
 - Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
 - Questionnaire used and summary of results
 - Co-financing tables (if not include in body of report)
 - TE Rating scales
 - Signed Evaluation Consultant Agreement form
 - Signed UNEG Code of Conduct form
 - Signed TE Report Clearance form
 - *Annexed in a separate file:* TE Audit Trail
 - *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools (METT, FSC, Capacity scorecard, etc), as applicable
 - *Annexed in a separate file:* GEF Co-financing template (categorizing co-financing amounts by source as 'investment mobilized' or 'recurrent expenditure')

ToR Annex D: Evaluation Criteria Matrix template

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

ToR Annex E: UNEG Code of Conduct for Evaluators

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

Evaluators/Consultants:

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

Evaluation Consultant Agreement Form

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

Name of Evaluator: _____

Name of Consultancy Organization (where relevant): _____

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

Signed at _____ (Place) on _____ (Date)

Signature: _____

ToR Annex F: TE Rating Scales

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

Evaluation Ratings Table	
Monitoring & Evaluation (M&E)	Rating ²¹
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

ToR Annex G: TE Report Clearance Form

<p>Terminal Evaluation Report for (Project Title & UNDP PIMS ID) Reviewed and Cleared By:</p> <p>Commissioning Unit (M&E Focal Point)</p>

²¹ 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)

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 *(project name)* (UNDP Project PIMS #)

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

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