

MOZAMBIQUE

Midterm Review Terms of Reference

BASIC CONTRACT INFORMATION

Location: homebased with mission travel to Mozambique

Application Deadline: March 25th, 2022

Type of Contract: Individual Contract

Post Level: One International and one National consultant (2)

Languages Required: English. Portuguese or Spanish are desired languages.

Starting Date: 5 April 2022

Duration of Initial Contract: 4 months

Expected Duration of Assignment: 45 days

BACKGROUND

A. Project Title

Strengthening the conservation of globally threatened species in Mozambique through improving biodiversity enforcement and expanding community conservancies around protected areas

B. Project Description

While conservation efforts have been significantly up scaled in Mozambique since the end of the civil war in 1992, there are several **threats affecting biodiversity**. Significant increase in **wildlife crime** has taken place, adding to the pressures caused by **uncontrolled subsistence hunting** by poor communities. Since 2014 the poaching has increased, targeting not only elephants but additional threatened species, such as lions, pangolins and other. The international market for wildlife products is still of low risk and highly profitable. Subsistence poaching also threatens a wide variety of globally endangered species. With local communities expanding further into conservation areas and growing populations in need of food and income, the threats to wildlife and forest resources accelerate at alarming rates, nullifying conservation gains of recent years.

The proposed project Objective is **to strengthen the conservation of globally threatened species in Mozambique through implementation of the Conservation Areas Act – improving biodiversity enforcement and expanding protected areas through community conservancies and targeted rural development action.** *

This are Terms of Reference for the UNDP-GEF Midterm Review (MTR) of the full -sized project with the title: “*Strengthening the conservation of globally threatened species in Mozambique through improving biodiversity enforcement and expanding community conservancies around protected areas*”- (PIMS5474#), implemented through an Executing Agency, the National Administration for Conservancy Areas (ANAC), and the following Implementing Partners: Carr Foundation for Gorongosa Restoration Project (GRP) and Wildlife Conservation Society for Niassa Special Reserve (WCS_NSR). The project started on March 2018 and is in its third year of implementation. This ToR sets out the expectations for this MTR. The MTR process follows the guidance outlined in the document *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*).

The project was designed to strengthen the conservation of globally threatened species in Mozambique through implementation of the Conservation Areas Act – improving biodiversity enforcement and expanding protected areas through community conservancies and targeted rural development action.

The project Objective will be achieved through implementation of three project Components that address three key barriers for effective reduction of poaching, IWT and unsustainable natural resource management.

Component 1 *National strategy to promote the value of wildlife and combat illegal wildlife trafficking*: will establish new levels of coordination between a range of governmental sectors to deal with Wildlife and Forest Crime. The recently created MITADER, led through the specialist agency ANAC, will play a leading role in cooperation national and international role-players to promote compliance of IWT control with national legislation and with the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES). An established national Wildlife Crime Enforcement Unit will be based at ANAC. Furthermore, this component directly supports the implementation of CITES, arguably one of the most important global instruments for addressing illegal wildlife trade. The CITES Strategic Vision 2008-2020 emphasizes the importance of national commitment for implementation of the Convention and its principles. This component will support compliance through development of comprehensive national IWT strategy, improving sharing of information between law enforcement agencies, enhancing effective enforcement of illegal trade and support capacity building of officers tasked with enforcing national implementing legislation. Component 1 will directly contribute to the implementation of the key decisions of the CITES CoP 17 via addressing the impact of corruption in undermining wildlife trade regulation and strengthening control over elephant and rhino poaching and illegal trade on ivory (in the framework of the CITES-led National Ivory Action Plan) and rhino’s horn (Mozambique is the key transit and exit point for horn leaving Africa).

Component 2 *Strengthening enforcement capacity in key protected areas to combat wildlife crime on the ground* will improve joint management efforts between ANAC and GRP in Gorongosa NP and ANAC and WCS in Niassa Reserve. Four territorial law enforcement sectors in Gorongosa NP will be

capacitated to effectively combat wildlife crime, supported by an enforcement monitoring system and GIS center. Investments in Niassa Reserve will result in an effective and motivated enforcement team supported through improved infrastructure and equipment investments. Additionally, regular forest crimes monitoring in north-eastern Niassa Reserve will be organized.

Component 3 *Establishing conservancies to expand the Gorongosa PA complex and more sustainably manage the Mecula – Marrupa Corridor within the Niassa Reserve, bringing sustainable land and forest management benefits, restoring degraded ecosystems and generating livelihoods* will support establishment of three fully functional community managed conservancies with total area of 131,000 ha around Gorongosa NP, and secure the Mecula-Marrupa Corridor in the Niassa Reserve via community co-management in accordance with the Conservation Act of 2014. Lessons learned from the project via active participation of all stakeholder groups in the project implementation and M&E will be made available nationally and internationally to facilitate IWT fight through implementation of

Component 4 *Gender Mainstreaming, Knowledge Management, and M&E.*

Key outcomes

Outcome 1: Reduction in elephants, rhinos, and big cat poaching rates.

Outcome 2: Increased community engagement to live with, manage, and benefit from wildlife

Outcome 3: Increase in integrated landscape management practices and restoration plans to maintain forest ecosystem services and sustain wildlife by government, private sector and local community actors, both women and men.

Outcome 4: Enhanced institutional capacity to fight trans-national organized wildlife crime by supporting initiatives that target enforcement along the entire illegal supply chain of threatened wildlife and product

Outcome 6: Improved coordination among program stakeholders and other partners, including donors

Its location,

Project areas. The key geographic focus of this project is central and northern Mozambique with site-level efforts in (i) the Greater Gorongosa -Marrumeu Landscape¹ with a focus on Gorongosa National Park (GNP) and its buffer zone and (ii) the Niassa Special Reserve (NSR)

Timeframe, the justification for the project, total budget and planned co-financing.

¹ The Greater Gorongosa-Marrumeu Landscape includes the Gorongosa National Park and its northern, southern and eastern buffer zones (which includes Mount Gorongosa (in itself proclaimed as NP in 2010) various prospective community-based Conservancies and other sites within the former Coutada No. 1), plus Coutadas No. 1, 11, 14 and 10 (which encompass part of the corridor between Gorongosa and Marrumeu) and the Marrumeu National Reserve.

The total cost of the project is USD 80,550,000. This is financed through a GEF grant of USD 15,750,000, USD 700,000 in cash co-financing to be administered by UNDP and USD 64,100,000 in other co-financing. The GEF funding allocated to one NIM project and two NGO Implemented Projects. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to the UNDP bank account only. For this project document with GRP as the implementing partner, total GEF approved budget is US\$7,026,000.

Briefly describe the institutional arrangements of the project and any other relevant partners and stakeholders).

The project is being implemented by three Implementing Partners namely:

- **The National Administration for Conservation Areas (ANAC)** under the Ministry of Land, the Environment and Rural Development (MITADER), for outputs 1.1, 1.2, 1.3, 1.4, 1.5, host the Project Management Unit (PMU), which will be responsible for component 4, and be responsible for overall project delivery and performance.
- **The Gorongosa Restoration Project (GRP)** for outputs 1.6, and Gorongosa NP specific activities of outputs 2.1, 2.2, 3.1, 3.2, 3.3., 3.4 and 3.5.
- **The Wildlife Conservation Society (WCS)**, Mozambique country office, on behalf of the WCS-ANAC Niassa co-management arrangement, using an IP implementation modality. This arrangement is subject to the positive capacity assessment of the NGO. A Project Cooperation Agreement (PCA) will be signed will be signed with NGO in if the capacity assessment is positive. It is expected that WCS will implement Niassa NR specific activities of outputs 2.1, 2.2, 3.1, 3.2, 3.3., 3.4 and 3.5.

Mozambique COVID19

As of January 2022, Mozambique has had 220,241 confirmed COVID-19 cases and 2,136 deaths. A total of 194,629 individuals have recovered from the disease.

The COVID has forced countries to implement measures to stop or minimize the COVID-19. In this context, on 23 March 2020, the President of Mozambique declared the state of emergency. In addition, some of no essential activities were identified and restricted by the presidential Decree. Due to the increase on the numbers of infected people in Mozambique, the state of emergency was extended up to July 2020. This situation has seriously affected the normal course of the project activities for all 3 Implementing partners namely, the National Administration for Conservancy Areas (ANAC), Gorongosa Restauration Park (GRP) and Wildlife Conservation Society (WCS).

C. MTR Purpose

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy and its risks to sustainability.

Implementing partners, namely the national Administration for Conservancy Areas, the Gorongosa Restoration Project and the Wildlife Conservation Society with the assistance of the PMU-Project Management Unit will be the actors in the implementation of the MTR recommendations. An adjustment will be made to the implementation methodologies of activities that do not show progress and the budget will be readjusted, as well as the introduction of innovative sub-activities considering the situation of COVID19.

In addition, and more specifically the MTR should:

- Review the project's lifetime considering the delays in the beginning of the project's implementation and the delays caused by the Pandemic.
- Consider new priorities which emerged from the implementation of activities. These include:
 - the need to revise the vehicles acquisition for Niassa Special Reserve due to the critical conditions on the field and the long distances between one area to another as the park is covering a total area of 4,637, 600ha.the inclusion of infrastructure construction in the ANAC component as it was noted that this component is quite critical for the construction of inspection posts and opening of access routes that will effectively contribute to the reduction of poaching
 - the re-distribution of remaining funds that were intended for contracting the project's CTA
 - arrangements to improve financial flows on both sides, partners, and UNDP and to accelerate delivery and of funds available in AWP's
- Covid 19 continues to disrupt time frames – should additional restrictions be imposed by government we need to be flexible to allow for this. All GEF6 project partners designed and shared with UNDP a COVID 19 Risk Management and Mitigation Plan during Year 2 of the project implementation. The report presented how COVID 19 affected the implementation of the activities during Year 2 while at the same time outlining the general mitigation measures adopted to prevent staff, community members, and other stakeholders from COVID 19. All activities implemented with community members, traditional leaders, and government officials observe the following measures:
 - The practice of social and physical distancing.
 - Face masks and hand sanitizers were provided, and all participants were strongly encouraged to wear/use them during meetings and training sessions.
 - Hand washing points with soap were set up in meeting points and NRMCS centers (headquarters). Community members also receive information about COVID-19, how it is transmitted and how to prevent the transmission.
 - People over 60 years old, pregnant women, breastfeeding women, people carrying children less than 2 years old, and people with chronic diseases were not allowed to attend the meetings

and training sessions during Q2 and Q3 of Year 2. However, as the lockdown was loosened up in Q4, all the groups were allowed to attend following the COVID 19 restrictions measures.

- Other measures are included in presidential decrees in force in each time

DUTIES AND RESPONSIBILITIES

D. MTR Approach & Methodology

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

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

The MTR team is expected to follow a collaborative and participatory approach² ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), the Nature, Climate and Energy (NCE) Regional Technical Advisor, direct beneficiaries, and other key stakeholders.

Engagement of stakeholders is vital to a successful MTR.³ Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to:

- UNDP RR/DRR; Task team (RTA, HoU, PMU, M&E officer), GRP; WCS; ANAC; MOZBIO; AFD; ANAC-CITS; IUCN; MINEC; SDAE's; WWF; USAID; UNDOC; Private operator's; GEF-Focal Point; Universities (Eduardo Mondlane, Lúrio, Save); NRMC; Hunting and Tourism Concession's, local government and CSOs.
- Additionally, the MTR team (comprised of one international and one local consultant) is expected to conduct field missions to *Mozambique*, including the following project sites (*Sofala-Gorongosa Restoration Park and Niassa Special Reserve*).
- Bebedo community- Nhamatanda: Interaction with the Community leaders, Community Committee represented by the Natural Resources Management Committee, community animators, community rangers, Human-wildlife Coexistence collaborators, beneficiaries of improved silos and corrals; Visits to the Community Conservation Area and receive explanations about the process followed for their establishment, community projects identified, economic feasibility and business plans; Presentation of the Community Development Agenda and Benefit Sharing Plan; Visits to the community nursery and discussions about the implementation of the Natural Resources Management Plans; Visits to the Human- wildlife coexistence strategies: beehives fences, Zinc fences, creosote fences,

² For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.

³ For more stakeholder engagement in the M&E process, see the [UNDP Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 3, pg. 93.

improved silos and corrals; Depending on time, we can have in place the piloting of at least one community project: Integrated Community Tourism project; Horticulture integrated with peri-peri production and beekeeping as part of the HWC strategies; Cashew and native species production, and others.

- Nhampoca- Nhamatanda -(depending on road accessibility)-Interaction with the Community leaders, Community Committee represented by the Natural Resources Management Committee, community animators, community rangers, Human-wildlife coexistence collaborators (fogueteiros);Visits to the Community Conservation Area and receive explanations about the process followed during the CCA establishment, community projects identified, economic feasibility and business plans; Visits to the community nursery and discussions about the implementation of the Natural Resources Management Plans;Presentation of the Community Development Agenda and Benefit Sharing Plan; Interacting with the District Administrators of Nhamatanda and the Provincial Services of Environment as important stakeholder on the process of establishing CCAs.
- Catemo and Nhabáua- Cheringoma District-Interaction with the Community leaders, Community Committee represented by the Natural Resources Management Committee, community animators, community rangers and Women’s Development Committees; Visits to the Community Conservation Area and receive explanations about the process followed for their establishment, community projects identified, economic feasibility and business plans; Presentation of the Community Development Agenda and Benefit sharing Plan.
- Visiting District Administrators of Cheringoma and the Provincial Services of Environment as important stakeholder on the process of establishing CCAs.
- Visit to the Kodzue caves as part of the potential community tourism for the north conservancy and probably CMM for potential carbon market, as part of sources of incomes for the communities; Visits to the community nurseries and discussions about the implementation of the Natural Resources Management Plans and groups established for the implementation; Probably a visit to the piloting community project: Community Tourism project; Horticulture integrated with peri-peri production and beekeeping as part of the HWC strategies; Cashew and native species production, and others.
- Inhaminga- Cheringoma district; Possible visit to the future GNP headquarters (ongoing building process).
- Vila de Gorongosa and Nhamatanda; Meetings with Judges and Prosecutors to assess the degree of relationship and improvement in coordination, after the various training sessions and visit the GRP activities
- Visits to the Law Enforcement (offices and dormitories in Chitengo) and Outposts – Zebra and Bunga (new buildings and water supply systems).
- Mbatamila Headquarters, interact with all NSR staff.
- Msawise Gate site, the gate was constructed with the GEF project funds and technical assistance.
- Mecula Community office/HWC centre visits to the Human- wildlife coexistence strategies: Zinc fences, creosote fences, local communities’ income generation activities; visit the the community pilot programs in Mecula / Marrupa corridor- visit the community and see the

progress that have been made since the project start, also discuss with the community the natural resources management plans and forest management plans.

The specific design and methodology for the MTR should emerge from consultations between the MTR team and the above-mentioned parties regarding what is appropriate and feasible for meeting the MTR purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The MTR team must, however, 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 MTR report.

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

The final MTR report must describe the full MTR 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.

On July 15, 2021, President of the Republic extended the mitigation measures to combat COVID-19, with some adjusted regulations. Currently travel to Mozambique is allowed but all passengers arriving in Mozambique must present a negative PCR test administered 72 hours before departure, even if they hold proof of vaccination.

E. Detailed Scope of the MTR

The MTR team will assess the following four categories of project progress. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for extended descriptions.

- Review on how the COVID-19 crisis has affected the planned activities like the consultancies in various areas and themes, training of Law Enforcement and the establishment of Community Conservancies Areas.
- Review the COVID 19 adaptation methods adopted by IP's as they are highlighted in the COVID 19 Risk Management and Mitigation Plan. How did the project make an effort in protecting the staff and community members against COVID 19 during project implementation?
- How did the project ensure that all groups of stakeholders including local community members, traditional leaders, and government stakeholders are able to have a voice during the establishment of the Community Conservancies Area (CCA) in the face of COVID 19?
- Review on how the changes in Year 2 through the COVID 19 Risk Management and Mitigation Plan affected the burn rate and expected outcome from the project.
- How can we deal with delays that are caused by government primarily in the recruitment of qualified persons to conduct the activities – especially team leaders etc?
- Should Covid – 19 re-emerge as a major problem how will we manage the targets?

Project Strategy

Project Design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.
 - Were relevant gender issues (e.g. the impact of the project on gender equality in the programme country, involvement of women’s groups, engaging women in project activities) raised in the Project Document?
- If there are major areas of concern, recommend areas for improvement.

Results Framework/Logframe:

- Undertake a critical analysis of the project’s logframe indicators and targets, assess how “SMART” the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project’s objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women’s empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART ‘development’ indicators, including sex-disaggregated indicators and indicators that capture development benefits.

2. Progress Towards Results

- Review the logframe indicators against progress made towards the end-of-project targets; populate the Progress Towards Results Matrix, as described in the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a “traffic light system” based on the level of progress achieved; assign a rating on progress for the project objective and each outcome; make recommendations from the areas marked as “not on target to be achieved” (red).

- Compare and analyse the GEF Tracking Tool/Core Indicators at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

3. Project Implementation and Adaptive Management

Management Arrangements

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.
- Do the Executing Agency/Implementing Partner and/or UNDP and other partners have the capacity to deliver benefits to or involve women? If yes, how?
- What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?
- What is the gender balance of the Project Board? What steps have been taken to ensure gender balance in the Project Board?

Work Planning

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

Finance and co-finance

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out by the Commissioning Unit and project team, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Sources of Co-financing	Name of Co-financer	Type of Co-financing	Co-financing amount confirmed at CEO Endorsement (US\$)	Actual Amount Contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount
		TOTAL			

- Include the separate GEF Co-Financing template (filled out by the Commissioning Unit and project team) which categorizes co-financing amounts by source as ‘investment mobilized’ or ‘recurrent expenditures’. (This template will be annexed as a separate file.

Project-level monitoring and evaluation systems

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?
- Review the extent to which relevant gender issues were incorporated in monitoring systems. See Annex 9 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.

Stakeholder Engagement

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?
- How does the project engage women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls and boys? Identify, if possible, legal, cultural, or religious constraints on women’s participation in the project. What can the project do to enhance its gender benefits?

Social and Environmental Standards (Safeguards)

- Validate the risks identified in the project’s most current SESP, and those risks’ ratings; are any revisions needed?
- Summarize and assess the revisions made since CEO Endorsement/Approval (if any) to:
 - The project’s overall safeguards risk categorization.
 - The identified types of risks⁴ (in the SESP).
 - The individual risk ratings (in the SESP).
- Describe and assess progress made in the implementation of the project’s social and environmental management measures as outlined in the SESP submitted at CEO Endorsement/Approval (and prepared during implementation, if any), including any revisions to those measures. Such management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project’s design; refer to Question 6 in the SESP template for a summary of the identified management measures.

A given project should be assessed against the version of UNDP’s safeguards policy that was in effect at the time of the project’s approval.

Reporting

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications & Knowledge Management

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project’s progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.
- List knowledge activities/products developed (based on knowledge management approach approved at CEO Endorsement/Approval).

⁴ Risks are to be labeled with both the UNDP SES Principles and Standards, and the GEF’s “types of risks and potential impacts”: Climate Change and Disaster; Disadvantaged or Vulnerable Individuals or Groups; Disability Inclusion; Adverse Gender-Related impact, including Gender-based Violence and Sexual Exploitation; Biodiversity Conservation and the Sustainable Management of Living Natural Resources; Restrictions on Land Use and Involuntary Resettlement; Indigenous Peoples; Cultural Heritage; Resource Efficiency and Pollution Prevention; Labor and Working Conditions; Community Health, Safety and Security.

4. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Register are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?

Conclusions & Recommendations

The MTR consultant/team will include a section in the MTR report for evidence-based **conclusions**, in light of the findings.

Additionally, the MTR consultant/team is expected to make **recommendations** to the Project Team. Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. The MTR consultant/team should make no more than 15 recommendations total.

Ratings

The MTR team will include its ratings of the project's results and brief descriptions of the associated achievements in a *MTR Ratings & Achievement Summary Table* in the Executive Summary of the MTR report. See the TOR Annexes for the Rating Table and ratings scales.

F. Expected Outputs and Deliverables

The MTR team shall prepare and submit:

- MTR Inception Report: MTR team clarifies objectives and methods of the Midterm Review no later than 2 weeks before the MTR mission. To be sent to the Commissioning Unit and project management. Completion date: (one week after signature of contract)
- Presentation: MTR team presents initial findings to project management and the Commissioning Unit at the end of the MTR mission. Completion date: (2 weeks after contract signature)
- Draft MTR Report: MTR team submits the draft full report with annexes within 3 weeks of the MTR mission. Completion date: (6 weeks after contract signature)
- Final Report*: MTR team submits the revised report with annexed and completed Audit Trail detailing how all received comments have (and have not) been addressed in the final MTR report. To be sent to the Commissioning Unit within 1 week of receiving UNDP comments on draft. Completion date: (10 weeks after contract signature)

*The final MTR 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.

G. Institutional Arrangements

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is UNDP Mozambique.

The Commissioning Unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the MTR team. The Project Team will be responsible for liaising with the MTR team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

H. Duration of the Work

The total duration of the MTR will be approximately 45 days over a period of 20 weeks starting 1 April, and shall not exceed five months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

- *25 March*: Application closes
- *30 March*: Selection of MTR Team
- *5 April*: Prep the MTR Team (handover of project documents)
- *6-11 April 4days (recommended 2-4)*: Document review and preparing MTR Inception Report

- 14-16 April) 2days: Finalization and Validation of MTR Inception Report- latest start of MTR mission
- 15-30 May 15 days (r: 7-15): MTR mission: stakeholder meetings, interviews, field visits
- 5-7 June: Mission wrap-up meeting & presentation of initial findings- earliest end of MTR mission
- 8-18 June 10 days (r: 5-10): Preparing draft report
- 22-24 June 2 days (r: 1-2): Incorporating audit trail on draft report/Finalization of MTR report (note: accommodate time delay in dates for circulation and review of the draft report)
- 27-30 June(: Preparation & Issue of Management Response
- 1 July: Concluding Stakeholder Workshop (not mandatory for MTR team)
- 20 July: Expected date of full MTR completion

The date start of contract is 1st of April 2022.

I. Duty Station

Homebased with travel to Mozambique (Maputo, Sofala and Niassa)

Travel:

- International travel will be required to Mozambique during the MTR mission;
- The BSAFE training course must be successfully completed prior to commencement of travel; Herewith is the link to access this training: <https://training.dss.un.org/courses/login/index.php> . These training modules at this secure internet site is accessible to Consultants, which allows for registration with private email.
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under <https://dss.un.org/dssweb/>
- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

REQUIRED SKILLS AND EXPERIENCE

J. Qualifications of the Successful Applicants

A team of two independent consultants will conduct the MTR - one team leader (with experience and exposure to projects and evaluations in other regions globally) and one team expert, usually from the country of the project. The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

The Team Leader will be responsible for the overall MTR implementation design, suggesting MTR timeline reviews as deemed needed, guiding the process of stakeholder interviews, writing of the MTR Inception Report and finalization of the MTR report. The Team Leader will work on MTR needed items directly with the national Team Expert. The National Team Expert will follow the guidance of the Team Leader, and support the Team Leader in drafting and finalizing the MTR report. The

National Team Expert will work with the Project Team in developing the MTR itinerary, support the Project Team in organizing field missions and otherwise virtual discussions as needed, help with the identification of stakeholders by UNDP and the PMU, and participate in bilateral and group consultations with the stakeholders, and support in preparation of the workshop to share preliminary MTR mission findings. Technical inputs by the National Team Expert should include aspects related to the assessment of emerging trends with respect to regulatory framework, budget allocations, capacity building, and other governance-type items related to the project.

A. Team Leader

Education

A Master's degree in (conservation, environmental science, or other closely related field

Experience

- Proven experience in the implementation and/ or assessment of projects related to biodiversity and conservation governance, protected areas and links (integration with) to sustainable livelihoods.
- Recent experience in supporting project evaluation and/or implementation experience in result-based management frameworks and result-based management evaluation methodologies
- Experience applying SMART targets and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to biodiversity; demonstrated understanding of issues related to gender and biodiversity; experience in gender sensitive evaluation and analysis. Excellent communication skills; demonstrable analytical skills
- Experience in evaluating projects;
- Experience working in Africa;
- Work experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to gender and (fill in GEF Focal Area); experience in gender sensitive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experiences within United Nations system will be considered an asset;
- Experience with implementing evaluations remotely will be considered an asset.

Language

Fluency in written and spoken English.

Knowledge of Portuguese or Spanish will be considered an asset

B. National Consultant (Team Expert)

Education

A minimum degree in Natural Sciences, Environment Management, Environmental Studies, Natural Resources and/ or other closely related fields.

Experience

- Proven experience in the implementation and/ or assessment of projects related to biodiversity and conservation governance, protected areas and links (integration with) to sustainable livelihoods.
- Recent experience in supporting project evaluation and/or implementation experience in result- based management frameworks and result-based management evaluation methodologies.
- Competence in adaptive management, as applied to biodiversity; demonstrated understanding of issues related to gender and biodiversity; experience in gender sensitive evaluation and analysis. Excellent communication skills; demonstrable analytical skills.
- Proven communication, facilitation, writing and evaluation skills, including conducting interviews, focus group discussions, desk research, qualitative and quantitative analysis.
- Able to work as a team member and under the guidance and direction of an international counterpart, providing guidance remotely.

Language

Fluency in written and spoken English and Portuguese (National consultant)

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

K. Ethics

The MTR team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This MTR will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The MTR team 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 MTR team must also ensure security of collected information before and after the MTR and protocols to ensure anonymity and confidentiality of sources of information where that is expected.

The information, knowledge and data gathered in the MTR process must also be solely used for the MTR and not for other uses without the express authorization of UNDP and partners.

L. Schedule of Payments

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

Criteria for issuing the final payment of 40%

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

NOTE: Include a provision for the impact of COVID-19 on the production of deliverables and any reduced payment should this occur.

❖ Suggested additional text

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the MTR, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

APPLICATION PROCESS

M. Recommended Presentation of Offer

- a) **Letter of Confirmation of Interest and Availability** using the [template](#)⁵ provided by UNDP;
- b) **CV** and a **Personal History Form** ([P11 form](#)⁶);
- 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)

⁵

<https://intranet.undp.org/unit/bom/psa/Support%20documents%20on%20IC%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

- 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 (fill address) in a sealed envelope indicating the following reference “Consultant for (*project title*) Midterm Review” or by email at the following address ONLY: (fill email) by (***time and date***). Incomplete applications will be excluded from further consideration.

N. Criteria for Selection of the Best Offer


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

O. Annexes to the MTR ToR

Include *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* and other existing literature or documents that will help candidates gain a better understanding of the project situation and the work required.

Annexes include: (reference ToR Annexes in Annex 3 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*)

- List of documents to be reviewed by the MTR Team
- Guidelines on Contents for the Midterm Review Report
- Midterm Review Evaluative Matrix Template
- UNEG Code of Conduct for Evaluators/Midterm Review Consultants
- MTR Required Ratings Table and Ratings Scales
- MTR Report Clearance Form
- Audit Trail Template
- Progress Towards Results Matrix and MTR Ratings & Achievement Summary Tables (in Word)
- GEF Co-Financing Template (in Word)

DocuSigned by:

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Compiled by: 08-Mar-2022 Lolita Hilario Fondo (Project Manager)

DocuSigned by:

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Reviewed by: 09-Mar-2022 Serena Gonfiantin (UNDP CO M&E Specialist)

DocuSigned by:

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Reviewed by: Eunice Mucache (ENRCCR-HOU)

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Approved by: Francisco Roquette (Deputy Resident Representative)