



## TERMS OF REFERENCE

### **TERMINAL EVALUATION OF THE APPLICATION OF RIDGE TO REEF (R2R) CONCEPT FOR BIODIVERSITY CONSERVATION AND FOR THE ENHANCEMENT OF ECOSYSTEM SERVICES AND CULTURAL HERITAGE IN NIUE (INTERNATIONAL CONSULTANT/TEAM LEADER)**

#### **A. INTRODUCTION:**

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the full-sized project titled: **Application of Ridge to Reef Concept for Biodiversity Conservation and of the Enhancement of Ecosystem Services and Cultural Heritage in Niue (PIMS 5258)** implemented through Niue Ministry of Natural Resources. The project started on the 21 April 2016 and is in its fifth 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](#)'.

#### **B. Project Description or Context and Background:**

The project was designed to enhance Niue's capacity to effectively create and manage protected areas for biodiversity conservation, sustainable use of natural resources, and safeguarding of ecosystem services. It focuses on the expansion of its protected estate on land and on its marine areas through a combination of community conservation areas and government-led protected areas. In Community Conservation Areas, both strict protection and sustainable use zones will be identified and planned carefully, using innovative protection tools recognizing that tenure over most land areas is vested in local communities.

This project has been designed to engineer a paradigm shift in the management of terrestrial, coastal and marine protected sites from a site-centric approach to a holistic "ridge to reef" comprehensive approach. Through this approach, activities in the immediate production landscapes adjacent to marine and terrestrial protected areas will be managed to reduce threats to biodiversity and ecosystem services stemming from key production activities (e.g. tourism and agriculture).

Additionally, the project also introduces the concept of connectivity between landscape and seascape in Niue. Terrestrial protected areas will include a landscape that links strictly protected community areas (tapu) to each other to enhance their integrity and to form a functional ecological corridor between them. Similarly, the creation of a Marine Protected Area at Beveridge Reef also satisfies the integrated and holistic approach promoted by the project by recognizing the link that is thought to exist between the Reef and mainland Niue through which the former serves as a source of recruitment for clams and other marine species that make up Niue's coral reefs.

The primary objective of the project is to strengthen conservation and sustainable use of land, water and marine areas and their biodiversity by building on their cultural heritage values through integrated national and community actions and this will be achieved through the following outcomes;



**Outcome 1:** *New community conservation and national protected areas established at different levels, thus reducing threats and improving biodiversity status of conservation areas through effective community management*

Outcome 1 identifies communities as the agents of management and monitoring. It comprises the major project interventions on the ground leading to protective measures at different levels and through different instruments thus reducing threats and improving biodiversity status. A large part of the work will be carried out primarily by empowering Village Councils and Communities as owners.

**Outcome 2:** *Strengthened community and cross-sectoral involvement of relevant national government departments to promote effective Ridge to Reef management by mainstreaming biodiversity and environmental concerns into plans and actions*

Outcome 2 is focused primarily upstream at the central and local government levels and it targets institutional strengthening, capacity building and other foundational elements. At the local, Village Council level this Outcome seeks a stronger institutional foundation and enhanced capacities; likewise among central government functionaries. Institutional strengthening will be achieved through policy and regulatory reforms at central level but also through by-laws at Local Level. Capacities will be enhanced through the provision of expertise and know-how for land use planning and management, protected area management (including for eco-tourism), species protection and management, sustainability. Under this Outcome, the project will also make provision for information sharing, awareness raising, learning and outreach.

The total GEF trust funds for this project is US\$4,194,862 with in-kind co-financing of US\$11,068,600. The project document was signed in April 2016. The executing agency for this project is the Ministry of Natural Resources and responsible parties are the Department of Education, Taoga Niue, Department of Public Works (Water), Office of the Premier, Treasury Department and the United Nations Development Programme .

Due to the travel restrictions, the lead evaluator will be home-based and will work closely with the national consultant in engaging stakeholders via virtual consultations via telephone or online (Zoom, Skype, etc.). Field missions will be conducted by the national consultant and findings shared with the lead evaluator. Furthermore, all stakeholder engagement will be strongly supported by the PMU and the UNDP MCO in Samoa. Consideration should be taken for stakeholder availability, ability, and willingness to be interviewed remotely and the constraints this may place on the TE. These limitations must be reflected in the final TE report. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

### **C. TE PURPOSE:**

The TE report 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 TE will cover the full project and will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the [‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’](#).

#### **D. 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 Conducting 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 Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

##### **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 (Safeguards)

##### **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 (\*). Note that the TE team is expected to provide comments/recommendations to the project exit strategy and sustainability plan draft.
- Country ownership
- Gender equality, women's and other vulnerable group 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, properly timed and targeted guidance 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. Ideally these recommendations should be linked to the project exit strategy and sustainability plan.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good/appropriate practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

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

#### **ToR Table 2: Evaluation Ratings Table for Application of Ridge to Reef Concept for Biodiversity Conservation and of the Enhancement of Ecosystem Services and Cultural Heritage in Niue (PIMS 5258)**

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Monitoring & Evaluation (M&E)	Rating <sup>1</sup>
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	

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

**E. TIMEFRAME:**

The total duration of the TE will be approximately *26 working days* over a time period of *8 weeks*. The tentative TE timeframe is as follows:

Timeframe	Activity
25 March 2022	Selection of TE team
28 March 2022	Preparation period for TE team (handover of documentation)
01 April 2022	Document review and preparation of TE Inception Report
06 April 2022	Finalization and Validation of TE Inception Report; latest start of TE field work
07-20 April 2022 (10 days)	TE field work: stakeholder meetings, interviews, field visits, etc.
19 April 2022	TE field work wrap-up meeting & presentation of initial findings; earliest end of TE field work
21-25 April 2022	Preparation of draft TE report
27 April 2022	Circulation of draft TE report for comments
11 May 2022	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
13 May 2022	Preparation and Issuance of Management Response
18 May 2022	Expected date of full TE completion

Options for site visits should be provided in the TE Inception Report.

**F. TE DELIVERABLES:**

#	Deliverable	Description	Timing	Responsibilities
1	Terminal Evaluation Inception Report	TE team clarifies objectives, methodology and timing of the TE; Options for site visits by the national consultant should be provided in the Inception Report.	Target date for signing contract & commencement of work is 28 March 2022. Inception report is due no later than one week after contract signing 06 April 2022	Evaluation team submits to the Commissioning Unit and Project Management Unit
2	Presentation	Initial Findings (this includes a PPT that summarizes Initial findings and preliminary recommendations)	19 April 2022	Evaluation team presents to the Commissioning Unit and the Project Management Unit. Sent for information only to Commissioning Unit, RTA, Project Management Unit, GEF OFF



3	Draft Final Evaluation Report	Full report ( <i>using guidelines on report content in ToR Annex C</i> ) with annexes	Within 3 weeks of the TE field work. 27 April 2022	Sent for review to the Commissioning Unit, RTA, Project Management Unit, GEF OFP
4	Final Evaluation Report	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report ( <i>See template in ToR Annex H</i> )	Within 2 weeks of receiving UNDP comments on draft: 18 May 2022	Sent to the Commissioning Unit (not RTA, Project Management Unit, GEF OFP?)

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

#### **G. TE ARRANGEMENT:**

The principal responsibility for managing this Terminal Evaluation resides with the Commissioning Unit. The Commissioning Unit for the International Consultant of this Terminal Evaluation is the UNDP Multi-country office for Cook Islands, Niue, Samoa and Tokelau based in Samoa (UNDP Samoa MCO).

The UNDP Multi-country office for Cook Islands, Niue, Samoa and Tokelau based in Samoa and the Niue Islands R2R Project Management Unit (PMU) will be responsible for liaising with the Evaluation team to provide all relevant documents, set up stakeholder interviews, and arrange field visits for the National Consultant, etc.

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

#### **H. TE TEAM COMPOSITION:**

A team of two independent evaluators will conduct the TE – **One Team Leader** (with experience and exposure to projects and evaluations in other regions) and One National Team Expert, usually from the country of the project.

The team leader will be responsible for;

- Completion of the inception report in coordination with the National Team Expert

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





- Conduct TE interviews with coordination with the National Team expert and PMU
- The overall design, writing and completion of the TE report inclusive of audit trail and including all comments from project partners and stakeholders
- Overall TE report quality assurance and adherence to the [\*'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects'\*](#).

The national team expert will;

- Work closely with the Team Leader and the PMU;
  - Contribute to the inception report including a detailed plan for interview and project site visits
  - Develop and confirm TE interview schedule in coordination with the PMU and the Team Leader
  - Translate questionnaires if needed and share list of questions with interviewees in preparation for the TE interviews
  - Facilitate virtual (and translate if needed) interviews for the TE and conduct interviews where virtual means are unavailable
  - Conduct data collection for the TE
  - Conduct field visits to verify impact of project interventions at project sites in coordination with the Team Leader and PMU
  - Work with PMU to confirm co-financing for the project
- Contribute to the TE report
- Conduct and confirm any follow up data/information requirements to complete the Terminal evaluation report including audit trail.

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

The selection of **Team Leader** will be aimed at maximizing the overall "team" qualities in the following areas:

#### **Education:**

- A Master's degree in Environmental Management, Biodiversity and ecosystems management or other closely related field (20 points);

#### **Experience:**

- Minimum of 10 years of relevant professional experience in providing management or consultancy services to the multi focal area projects; in developing national and regional capacities and enabling conditions for global environmental protection and sustainable development (20 points);





- Five years' experience in project evaluations, results-based management, and/or evaluation methodologies (20 points);
- Technical knowledge in the targeted GEF focal areas: Biodiversity and International Waters (20 points);
- Project evaluation experience within the United Nations system will be considered an asset (5 points);
- Experience working in biodiversity conservation and protected areas elsewhere in the Pacific region (ideally Niue) or SIDS (5 points)
- Fluency in English (oral and written) is a requirement, with excellent written and presentation skills (10 points)

### **I. EVALUATOR ETHICS:**

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

### **J. DUTY STATION:**

Home-based. It is expected that the consultant/team leader will conduct remote stakeholder interviews and site visit via virtual means (Zoom, skype etc.) in lieu of a mission in Niue due to COVID19 travel restrictions

### **K. SCOPE OF BID PRICE & SCHEDULE OF PAYMENTS:**

DELIVERABLES	DUE DATE (%)	AMOUNT IN USD TO BE PAID AFTER CERTIFICATION BY UNDP OF SATISFACTORY PERFORMANCE OF DELIVERABLES
Upon approval and certification by the Commissioning Unit of the TE Inception Report	06 April 2022 (20%) (6 days after contract signing)	\$ 2,548.00
Upon approval and certification by the Commissioning Unit of the draft Terminal Evaluation report	27 April 2022 (40%)	\$ 5,096.00
Upon approval and certification by the Commissioning Unit and UNDP-GEF RTA of the final Terminal	18 May 2022 (40%)	\$ 5,096.00

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Evaluation report and completed Audit Trail		
TOTAL	26 working days	\$ 12,740

Criteria for issuing the final payment of 40%<sup>3</sup>:

<sup>3</sup> 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](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default)

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<b>N. Annexes to the TOR</b>
<b>Annex A: Project Results Framework</b>

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<p><b>This project will contribute to achieving the UNDAF Outcome for the Pacific Sub-region 2013-2017 – Outcome Area 1:</b> Environmental management, climate change and disaster risk management</p>					
<p><b>UNDP Strategic Plan Outcome:</b> Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (Outcome 1)</p>					
<p><b>UNDP Strategic Plan Outputs:</b></p> <p><b>Output 1.3:</b> Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.</p> <p><b>Output 2.5:</b> Legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation</p>					
<p><b>GEF BD Objective 1:</b> Improve Sustainability of PA Systems, and Outcome 1.1 - Improved management effectiveness of existing and new protected areas</p> <p><b>GEF 5 BD2 Objective:</b> Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes, Seascapes and Sectors</p>					
<p><b>Output 2:</b> National and sub-national land-use plans that incorporate biodiversity and ecosystem services valuation</p>					
<p><b>GEF Outcome Indicators:</b></p> <p><b>Indicator 1.1:</b> Protected area management effectiveness score as recorded by Management Effectiveness Tracking Tool</p> <p><b>Indicator 2.1:</b> Landscapes and seascapes certified by internationally or nationally recognized environmental standards that incorporate biodiversity considerations (e.g. FSC, MSC) measured in hectares and recorded by GEF tracking tool</p> <p><b>Indicator 2.2:</b> Policies and regulations governing sectoral activities that integrate biodiversity conservation as recorded by the GEF tracking tool as a score</p>					
	Indicator	Baseline	Targets at End of Project	Source of verification	Assumptions and Risks
<p><b>Project Objective<sup>47</sup></b>  <b>To strengthen conservation and sustainable use of land, water and marine areas and their biodiversity by building on their cultural heritage values through integrated national and community actions</b></p>	<p><b>Impact 0.1</b>            Incorporation of cultural and traditional values and approaches in natural resources protection and management</p>	<p>Cultural values and constraints are reported as being eroded away</p>	<p>Culturally significant species, habitats and methods of conservation are identified, recorded and being built upon</p>	<p>Publication of Report by Tāoga Niue arising from research and survey work</p>	<p><b>Assumptions:</b> The Objective assumes that the strengthening of the protected estate can be built on cultural heritage values, and that this can best be done through the integration of national with community level actions.</p> <p><b>Risks:</b> There is a risk that heritage and traditional values will in fact work against the project Objective if landowners assert their traditional ownership rights. There could be a reluctance at community level to cooperate with the project if this is seen as an abrogation of ownership rights. The project will protect itself from this risk by gaining the confidence</p>
	<p><b>Impact 0.2</b> The freshwater lens safeguarded in the long term</p>	<p>Freshwater lens at risk from agricultural chemicals, and septic tank effluent</p>	<p>Biodegradable or certified organic agri- chemicals used exclusively; and at least 80% of septic tank effluent treated, such that risk of contamination of the freshwater lens controlled or removed</p>	<p>Regular monitoring by Ministry of Infrastructure</p>	

<sup>47</sup> Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR

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	<b>Impact 0.3</b> Terrestrial and reef species are being utilized on a sustainable basis to an increasing number of community members	Some reef species such as <i>Tridacna</i> sp., and <i>Holothuria</i> sp., have been reported as diminished <sup>48</sup> . Peka, Lupe and Uga populations have declined <sup>49</sup> ; utilization rates to be established during the first year	Access or utilization by communities for food and other uses increased by 25% but on a sustainable basis	Ministry of Natural Resources State of the Environment Report	of communities and their Village Councils through its genuine recognition of ownership rights and its efforts to safeguard them.
<b>Outcome 1<sup>50</sup></b> <i>New community conservation and national protected areas established at different levels, thus reducing threats and improving biodiversity status of conservation areas through effective community management</i>	<b>Impact 1.1</b> Extent of the protected estate in various forms and through different protective mechanisms	Tapu areas are many but not all are known or acknowledged; Huvalu Forest Conservation Area (5,400 ha) and Namoui Marine Reserve (27.67 ha) are the only Protected Areas	Additional 2550 ha of terrestrial ecosystems; additional 4500 ha of marine ecosystem; and, additional 200 ha of reef, protected by various instruments by the end of the project	Ministry of Natural Resources State of Environment Report	<b>Assumptions:</b> That there will be an appreciation of the intrinsic value to Niue of the protected estate, hence the desire to extend the protective/managed status. Likewise there will be an acceptance that Uga and Peka and other species are at risk and that action needs to be taken to ensure their sustainability. It is also assumed that a way will be found to provide legal recognition of Tapu while simultaneously safeguarding the private ownership.  <b>Risks:</b> The risk is that the project timescale is somewhat short for some of the project benefits to manifest themselves, resulting in a lack of appreciation. The project will mitigate against this by putting in place a robust information and participatory strategy whereby stakeholders will share the project challenges as well as its benefits.  The selected Indicators will serve to record beneficial results from project activities or confirm whether a good enough foundation has been laid for such results.
	<b>Impact 1.2</b> Efforts in place for the recovery of species at risk	Hega (blue-crowned lory) and the olive small-scaled skink are considered endangered. Uga and Peka are currently considered as threatened. Both are being harvested unsustainably.	Species Recovery Plans for Hega and the olive small-scaled skink formulated, adopted and being implemented.  Species Management Plans for Uga and Peka formulated, adopted and being implemented.	Ministry of Natural Resources State of Environment Report	
	<b>Impact 1.3</b> Status of completion and adoption of management plans for various conservation areas	Huvalu Conservation Area and Beveridge Reef – no Management Plan; Reefs covered	Huvalu Conservation Area, Beveridge Reef MPA, Western Reef Conservation Area, and new Confluence Conservation Area, all with management plans adopted and being implemented	Plans adopted and being implemented	

<sup>48</sup> Tamakautoga main sea track, 2013 survey, mid-tidal area results: *Tridacna* sp = 0 per 0.25m<sup>2</sup>, *Holothuria* sp = 0.08 per 0.25m<sup>2</sup>

<sup>49</sup> Experienced hunters of Peka and lupe suggest a huge decline in numbers. 2014 Uga survey shows breeding population is at risk - only 1.9% and 24.5% of females and males respectively were found to be over the legal harvest limit of 36mm thoracic length. The average size of females and males determined from the 2014 survey were 26mm and 31mm thoracic length respectively. This was a decrease from 27mm and 33mm from the 2008 survey for females and males respectively.

<sup>50</sup> All outcomes monitored annually in the APR/PIR.



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		somewhat by Coastal Management Plan			
	<p><b>Outputs:</b></p> <p><b>Output 1.1</b> National conservation and protected area system expanded through - (i) a continuous terrestrial conservation area covering 2,550 ha that links traditionally strict protected sites (tapu) and their surrounding landscapes; (ii) a national marine protected area covering 4,500 ha (Beveridge Reef); and (iii) community conserved reefs covering at least 112 ha. Conservation and protected areas formalized through appropriate instruments</p> <p><b>Output 1.2</b> Management plans developed through participatory approaches for: a) expanded terrestrial conservation areas; b) the national marine protected area; and c) community conserved reefs; management plan adopted through appropriate instruments; management plans mainstreamed in development, sectoral and CC adaptation plans/policies; adequate financing identified from budgetary and other sources for implementation of the plans</p> <p><b>Output 1.3</b> Management plans implemented for all conservation areas through conservation and management activities (concrete measures) at the village, cross-village and national levels, including improvements in water quality in reef areas, protection of the freshwater lens and necessary support activities (soft measures)<sup>51</sup></p> <p><b>Output 1.4</b> Systematic local and national level ecosystems and species level biodiversity monitoring systems established, with data sharing and joint training and survey activities for terrestrial and marine areas and integrated approaches; monitoring and evaluation results are fed to the R2R program through the regional program support project to facilitate lessons sharing and cross-country fertilization</p>				
<b>Outcome 2</b> <b>Strengthened community and cross-sectoral involvement of relevant national government departments to promote effective Ridge to Reef management by mainstreaming biodiversity and environmental concerns into plans and actions</b>	<b>Impact 2.1</b> Promotion of R2R approach by Village Councils and Government departments	There is currently no comprehensive, holistic approach applied by Village Councils or Government Departments to natural resources management	New Village Development Plans, and reviewed existing ones, showing an explicitly comprehensive (R2R) and integrated approach towards land, water and natural resource management.  Corporate Plans, Annual Work Plans and similar key documents, showing an explicitly comprehensive (R2R) and integrated approach towards land, water and natural resource management; together will collaboration across departmental boundaries.	Examination of Village Development Plans  Review of relevant documents; annual reporting by Ministry of Natural Resources	<b>Assumptions:</b> The Outcome assumes that stronger community and cross-sectoral involvement will lead to mainstreaming biodiversity and environmental considerations into key plans and actions and that this in turn will lead to effective R2R management.  <b>Risks:</b> Unfortunately, the assumption may be only partly correct since mainstreaming could take place on paper and lip service can be paid to biodiversity and environment by hollow references in plans and actions (which is what the first three indicators look for). However, the critical mass of signs of mainstreaming targeted by the project and the public survey that will gauge awareness and understanding, will mitigate against this risk.
	<b>Impact 2.2</b> The extent to which biodiversity and natural resources are taken into account in central and local planning,	Neither sector plans nor Village Development Plans can be said to have mainstreamed biodiversity considerations	Biodiversity considerations become an explicit element in policies, plans, strategies and similar instruments	Review of relevant documents; annual reporting by Ministry of Natural Resources	

<sup>51</sup> See Annex 8: Portfolio of proposals arising from consultations during project formulation for examples of possible activities. Actual activities will depend on priorities which arise from the survey and land use planning investigations under Output 1.1 and identified in the Management Plans under Output 1.2.

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		management and daily life				
		<b>Impact 2.3</b> Level of awareness, sensitivity and understanding of the value and vulnerability of natural resources	There is a certain level of awareness but it is not deep. The baseline will be established through survey at the Inception Phase	An improvement of 20-50% in awareness and understanding as measured by a repeat survey.	Public survey	
		<p><b>Outputs:</b></p> <p><b>Output 2.1</b> Community level actions on biodiversity and R2R implemented through: (i) establishment of village committees towards participatory management of terrestrial conservation areas and community-conserved reefs; (ii) training on integrated approaches to planning and management focusing on developing clearly-specified roles; and (iii) formulation of innovative instruments to secure support of landowners affected by the terrestrial conservation area and other interventions prescribed by the land-use plan</p> <p><b>Output 2.2</b> Sector-related legal framework, policies and plans support effective R2R conservation and sustainable use within and outside of conservation areas, embedded in (i) community development plans; (ii) cross-sectoral plans such as climate change and mitigation and adaptation, tourism and the plan for achieving water security; (iii) sector plans such as education, culture, Public Works (particularly on water division and their work on water pollution control affecting the coastal areas and the freshwater lens); and, (iv) increase in sectoral operational budgets by 20% by end of project from baseline.</p> <p><b>Output 2.3</b> Institutional strengthening of the capacity of the Department of Environment, the Department of Agriculture, Forestry and Fisheries and other government agencies for planning and monitoring of PAs and R2R management for linked landscapes for effective environmental management, enforcement and compliance monitoring, including (i) strategic training activities and application of the professional competency standards for staff (to be developed); and (ii) participation in regional R2R trainings through the regional program support project</p> <p><b>Output 2.4</b> Economic, social/cultural and biodiversity lessons documented and communicated regionally, nationally and locally through: (i) targeted campaigns, publications in local language and English, and also available through dedicated website and the media (also targeting involvement of non-resident Niueans); (ii) mainstreaming environment curriculum and activities in schools; (iii) establishment of in-situ learning sites for biodiversity conservation; (iv) information, know-how, and experience made accessible to other Pacific neighbours to be emulated and replicated as applicable.</p>				
Process indicators of effective implementation and mainstreaming of UNDP strategic goals	<b>Process Imp 1</b> Participation at village level	Opportunities for participation at village level will be maximised according to Table 7 and Table 8.			Village level participants and their role in implementation planned in AWP and recorded in PIRs	
	<b>Process Imp 2</b> Cost effectiveness	The Government contribution in kind will be utilized to keep costs to a minimum. Likewise, preference will be given to local expertise who will be engaged at a lower cost. These actions will be taken without placing the project's success in jeopardy.			Co-financing will be tracked and recorded and reported. The PM will carry out individual staff performance assessments annually	
	<b>Process Imp 3</b> Involvement of women and youth	Implementation of the Gender and Youth Strategy as in Section 2.6 with gender considerations mainstreamed and embedded in the project implementation process.			To be measured by the ratio of women and youth participating according to AWP and PIRs	
	<b>Process Imp 4</b> Human rights	Recognition and respect of land ownership rights, including the rights of absentee owners.			To be measured by survey of Village Councils as representatives of their communities	



## United Nations Development Programme



	<b>Process Imp 5</b> Governance	Institutional capacity strengthening at central government and local village level leading to enhanced governance of natural resources management.		This will be covered by the various capacity building activities under the mainstream Outputs and Activities	
<b>UNDP IRRF Outcomes and Outputs Indicators</b>	<b>IRRF Sub-Indicator 1.5</b> Hectares of land that are managed sustainably under <i>in-situ</i> conservation, sustainable use, and/or Access and Benefits Sharing (ABS) regime	Baseline to be defined at project inception through land use/ ecosystem surveys under Output 1.1	Refer to target for indicator related to Impact 1.1	Sources of verification will be the PIRs and other annual project reports. To be identified more accurately at project inception	
	<b>IRRF Sub-Indicator 2.5.1</b> Extent to which legal, policy and institutional frameworks are in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems	Refer to baselines for indicators related to Impacts 1.3 and 2.2	Refer to targets for indicators related to Impacts 1.3 and 2.2	Review of relevant documents; annual reporting by Ministry of Natural Resources	
	<b>IRRF Sub-Indicator 2.5.2</b> Extent to which capacities to implement national and local plans to protect and restore the health, productivity and resilience of oceans and marine ecosystems, have improved	Refer to baseline for indicator related to Impact 2.1	Refer to targets for indicator related to Impact 2.1	Examination of Village Development Plans  Review of relevant documents; annual reporting by Ministry of Natural Resources	

**ToR ANNEX B: Information Package to be reviewed by the Terminal Evaluation Team**

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



25	List/map of project sites, highlighting suggested visits
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes
<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<sup>4</sup>)

#### 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
- Risk Management, including Social and Environmental Standards (Safeguards)

#### 4.2 Project Results and Impacts

- Progress towards objective and expected outcomes (\*)
- Relevance (\*)
- Effectiveness (\*)
- Efficiency (\*)
- Overall Outcome (\*)
- Sustainability: financial (\*), socio-economic (\*), institutional framework and governance (\*), environmental (\*), and overall likelihood (\*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting Issues
- GEF Additionality
- Catalytic/Replication Effect
- Progress to Impact

#### 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)

<sup>4</sup> See ToR Annex F for rating scales.



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

#### ToR ANNEX D: Evaluation Criteria Matrix template

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities a the local, regional and national level?			
<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?			



*(Expand the table to include questions for all criteria being assessed: Monitoring & Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)*

## ToR ANNEX F: TE Rating Scales

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

## ToR ANNEX G: Terminal Evaluation Report Clearance Form

*(to be completed by the Commissioning Unit and UNDP-GEF RTA and included in the final document)*

### Evaluation Report for Application of Ridge to Reef Concept for Biodiversity Conservation and of the Enhancement of Ecosystem Services and Cultural Heritage in Niue (PIMS 5258) Reviewed and Cleared By:

#### UNDP Country Office (M&E Focal Point)

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

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

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

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

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

**ToR Annex H: TE Audit Trail**

**To the comments received on *(date)* from the Terminal Evaluation of for Application of Ridge to Reef Concept for Biodiversity Conservation and of the Enhancement of Ecosystem Services and Cultural Heritage in Niue (PIMS 5258)**

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

**A. Approval**

**This TOR is approved by :** *[indicate name of Approving Manager]*

Signature \_\_\_\_\_

Name and Designation \_\_\_\_\_

Date of Signing \_\_\_\_\_