



### TERMS OF REFERENCE (Individual Contractor Agreement)

<b>Title:</b>	Project Management Support – Specialist
<b>Project:</b>	FSP OP6 Mexico
<b>Duty station:</b>	Home Based (Merida, Mexico) with travel to project sites in targeted landscapes
<b>Section/Unit:</b>	NYSC SDC GMS
<b>Contract/Level:</b>	LICA-10
<b>Supervisor:</b>	Kristoffer Kappy

#### 1. General Background

UNOPS supports partners to build a better future by providing services that increase the efficiency, effectiveness and sustainability of peace building, humanitarian and development projects. Mandated as a central resource of the United Nations, UNOPS provides sustainable project management, procurement and infrastructure services to a wide range of governments, donors and United Nations organizations.

New York Service Cluster (NYSC) supports the United Nations Secretariat, as well as other New York-based United Nations organizations, bilateral and multilateral partners in the delivery of UNOPS mandate in project management, infrastructure management, and procurement management.

Sustainable Development Cluster (SDC) supports diverse partners with their peacebuilding, humanitarian and development operations. It was formed by combining the following portfolios: Grants Management Services (GMS), UN Technology Support Services (UNTSS), Development and Special Initiatives Portfolio (DSIP) It provides Services to partners' programmes that are designed, structured, and managed with a global perspective and primarily serving partners that are headquartered in New York. The SDC has a footprint of approximately 125 countries.

UNOPS has signed an agreement with the UNDO CO of Mexico to implement the project activities for the Small Grants Programme.

**The Terms of Reference (ToR) is set for a National Consultant who will work together with an International Consultant in conducting the Terminal Evaluation (TE) (thereafter referred to as the “TE Team”) for the project “Sixth Operational Phase of the GEF Small Grants Programme in Mexico”.**

In accordance with GEF-UNDP M&E policies and procedures, all full-sized projects supported by the GEF should undergo a final evaluation upon completion of implementation. The Final Evaluation is intended to assess the relevance, performance and success of the project. It looks at signs of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global and national environmental goals. The Final Evaluation also identifies/documents lessons learned and makes recommendations that project partners and stakeholders might use to improve the design and implementation of other related projects and programs.

The evaluation is to be undertaken in accordance with the GEF Evaluation Policy (see [http://www.gefio.org/sites/default/files/ieo/evaluations/files/gef-me-policy-2019\\_2.pdf](http://www.gefio.org/sites/default/files/ieo/evaluations/files/gef-me-policy-2019_2.pdf)).

This Final Evaluation is initiated by UNOPS as the GEF Implementing Agency for the “**Sixth Operational Phase of the GEF Small Grants Programme in Mexico**” project according to the GEF standards and UNOPS operational procedures.

This Terms of Reference (ToRs) sets out the expectations for the TE of the full-sized project titled Sixth Operational Phase of the GEF Small Grants Programme in Mexico (PIMS#5531) implemented through the United Nations Office for Project Services (UNOPS). The project started on 22 January 2018 and is in its fourth 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’.

The **objective** of the Sixth Operational Phase of the GEF Small Grants Programme in Mexico (PIMS#5531) full-sized project is to achieve global environmental benefits by empowering local communities to manage production landscapes in Mexico’s Southeast large ecosystems in a manner that enhances their social, economic, and environmental sustainability and resilience.

Landscape and seascape resilience has been enhanced through the individual and synergistic impacts of a set of adaptive community practices that maintain ecosystem services, conserve biodiversity, mitigate climate change and reverse land degradation in the following large ecosystems: 1) Agroforestry Landscape of Chiapas and Tabasco, (2) Coastal Seascape of the Yucatan Peninsula, (3) Grijalva-Usumacinta Lower Basin Landscape, (4) Sustainable Forestry Landscape of Campeche, Quintana Roo, and Yucatan, (5) Forest and Milpa Landscape of Campeche, Quintana Roo, and Yucatan.

The project was built on the results, experience and lessons from previous SGP phases, and lessons learned from relevant Programmes such as COMPACT. In particular, the project established and strengthened networks and second-level organizations to integrate and bring to scale production and marketing of sustainably produced goods and services. Coordinated community projects in the landscape generated ecological, economic and social synergies that produce greater and potentially longer-lasting global environmental benefits, as well as increased social capital and local sustainable development benefits.

The on-the-ground projects address thematic areas, and interventions and are closely linked to other projects funded by the Global Environment Facility (GEF) and other sources.

GEF SGP OP6 project is based on one Component:

Component 1: Increased resilience of selected landscapes and seascapes for local sustainable development and global environmental benefits.

There are 113 ongoing projects in the three targeted landscapes and seascape 100% commitment of OP6 grant allocation, has been approved by the NSC with the aim of enabling community organizations in Mexico to increase area ( hectares) in the target landscapes and seascape with improved community management, mitigate GHG in community-owned lands through sustainable forest management and avoidance of forest fires and improve livelihoods and enhance resilience to climate change.

Progress on OP6:

OP-6 has improved community management on 262,000 hectares in terrestrial areas and 35,700 hectares in coastal and marine areas (525% and 198.5% of the EOP-target, respectively). The impact of the community projects continues to increase throughout the implementation of Operational Phase 6 (OP6), thus integrating more territories to sustainable management. The landscape target has been achieved through 44 community-led, SGP-supported projects working towards this indicator. In the four landscapes, 14 agroecology and 11 agroforestry projects impacted 567 and 1,139 hectares, respectively. 12 forestry projects manage 255,018 hectares. Overall, seven community tourism projects are implementing activities covering 5,715 terrestrial hectares in the landscapes. At the seascape level, three projects apply invasive species control activities on 19,008 hectares. The fishing refuges or no-take zones now cover 486,450 hectares. Additionally, 11 tourism projects implement activities in coastal or marine areas covering 11,668 hectares.

During OP6, a total of 11,870,205.89 tons of CO<sub>2</sub>e have been mitigated (413% of the EOP target) through sustainable forest management and avoidance of forest fires. This value was obtained considering the conservation areas of seven forest ejidos and a community conservation project. Altogether, there are 55,541.5 hectares that CBOs have allocated to conserving low deciduous forest, thereby serving as a carbon sink. A research team from Centro Geo applied the methodology to calculate this value. Additionally, the Mexico's team developed a database and geographic information system to consolidate the effort into a monitoring tool that the communities can use. 265 communities (196% of the EOP target) are implementing projects aimed at improving livelihoods and enhancing resilience in four landscapes and one seascape. Three call for proposal have been published to reach the targets.

The incumbent of this position will be a personnel of UNOPS under its full responsibility.

The United Nations Office for Project Services (UNOPS) is the Implementing Partner for this project, which is being implemented through the existing mechanism of the GEF Small Grants Program, including the approval of each initiative by the SGP National Steering Committee and proper follow-up and monitoring to

be provided under the leadership of the SGP Upgrading Country Program Coordinator. Total project budget is \$4,429,223 of which is a contribution from GEF.

## **2. Purpose and Scope of Assignment**

The objective of the Evaluation is to assess the achievement of project objective, the affecting factors, the broader project impact and the contribution to the general goal/strategy, and the project partnership strategy.

The Project Management Support – Specialist based in Mexico will provide necessary substantive and operational support to International Consultant in carrying out this TE of the Project. Internationally recruited Consultant will work remotely due to Covid-19 travel restrictions. Field visits to the project sites and stakeholder interviews will be conducted with support of the Project Management Support – Specialist.

Project success will be measured based on the Project Logical Framework (see Annex 1), which provides clear performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will assess the aspects as listed in the evaluation report outline attached in Annex 2.

The Project Management Support – Specialist will help to review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the International consultant considers useful for this evidence-based evaluation. The TE Team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The Project Management Support – Specialist will travel to five target landscapes of Mexico in order to interview the local stakeholders and beneficiaries and evaluate the grant project results. The remote/ virtual meetings will be applied if travel to project site is restricted.



An updated stakeholder list with contact details (phone and email) will be provided by the Project Team to the TE Team before the TE field missions start.

The TE Team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point or her/his designated staff), Implementing Partners, the UNDP Country Office, the Regional Technical Advisor, National Steering Committee members, project beneficiaries, NGOs, grantees, direct beneficiaries and other stakeholders.

The specific design and methodology for the TE should emerge from consultations between the TE Team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE Team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits (for Project Management Support – Specialist) and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between the Consultant and Project team, RTA and UNOPS.

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

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

### **3. Monitoring and Progress Controls**

The TE is a mandatory evaluation of the GEF and must be performed by an external Consultant prior to the conclusion or effective closure of the Project. The TE for SGP Mexico is scheduled to take place in January-April 2022.

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can improve the sustainability of the benefits of this project and assist in the overall improvement of UNDP programming. The TE report promotes accountability and transparency and assesses the scope of project achievements.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects. The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report must provide evidence-based information that is credible, reliable and useful.

**The direct responsibilities of the Project Management Support – Specialist are the following:**

- Documentation review and data gathering;
- Contributing to the development of the review plan and methodology;
- Conducting those elements of the evaluation determined jointly with the international consultant and UNDP;
- Contributing to presentation of the review findings and recommendations at the wrap-up meeting;
- Contributing to the drafting and finalization of the review report.

The Project Management Support – Specialist will support in the assessment of the following four categories of project progress. See the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for extended descriptions.

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

### iv. Main Findings, Conclusions, Recommendations and Lessons Learned

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

## 4. Duration of Work

The total duration of the TE will be approximately 32 *working days* over a time period of **12 weeks** starting 27 January 2022. The tentative TE timeframe is as follows:

Timeframe	Activity
17-23 January 2022	Preparation period for Project Management Support - Advisor (handover of documentation)
24-30 January 2022	Document review and preparation of TE Inception Report

31 January-3 February 2022	Finalization and Validation of TE Inception Report- latest start of the TE mission
31 January-13 February 2022	Stakeholder meetings, interviews, etc.
14-20 February 2022	Wrap-up meeting & presentation of initial findings;
21-27 February 2022	Preparation of draft TE report
28 February - 13 March 2022	Circulation of draft TE report for comments
14-20 March 2022	Preparation and Issuance of Management Response
21-28 March 2022	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
by 10 April 2022	Expected date of full TE completion

**TE DELIVERABLES**

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	Project Management Support - Advisor clarifies objectives, methodology and timing of the TE	30 January 2022	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	20 February 2022	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report ( <i>using guidelines on report content in ToR Annex C</i> ) with annexes	28 February 2022	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
4	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report ( <i>See template in ToR Annex H</i> )	by 10 April 2022	TE team submits both documents to the Commissioning Unit



\*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.<sup>1</sup>

## 6. Duty Station

Home-based.

The Project Management Support – Specialist is expected to undertake up to five mission trips to the five landscapes during the Contract period to assess SGP grant projects.

The trips may take place only in case of COVID-19 quarantine measures absence.

All the costs related to the TE field missions will be paid to the Project Management Support – Specialist separately based on UNDP travel procedures.

\*Travel:

BSAFE security course must be successfully completed prior to commencement of travel;

Consultants are required to comply with the UN security directives set forth under <https://dss.un.org/dssweb/>.

### Payment Schedule

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

Criteria for issuing the final payment of 40%

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

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<sup>1</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>



**8. Qualifications and Experience**

The consultant cannot participate 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.

**a. Education**

Advanced university degree (master or equivalent) with five years or relevant experience. A Bachelor’s degree in combination with two additional years’ experience is acceptable.



**b. Work Experience**

- Minimum of five (5) years of experience in environmental management, sustainable development or a related field;
- Knowledge of and experience with UNDP and/or GEF projects is highly desirable;
- Experience with the GEF Small Grants Programme is an advantage;
- Experience with results-based monitoring and evaluation methodologies is desirable;
- Experience with issues related to Gender, Biodiversity, Conservation, Climate Change and/or Land Degradation is desirable.

**d. Language**

- Fluency in English and Spanish, spoken and written is required;

**e. Key Competencies**

	<p>Develops and implements sustainable business strategies, thinks long term and externally in order to positively shape the organization. Anticipates and perceives the impact and implications of future decisions and activities on other parts of the organization.</p>
	<p>Treats all individuals with respect; responds sensitively to differences and encourages others to do the same. Upholds organizational and ethical norms. Maintains high standards of trustworthiness. Role model for diversity and inclusion.</p>



 <p>Leading Self and Others</p>	<p>Acts as a positive role model contributing to the team spirit. Collaborates and supports the development of others. <b>For people managers only:</b> Acts as positive leadership role model, motivates, directs and inspires others to succeed, utilising appropriate leadership styles</p>
 <p>Partnering</p>	<p>Demonstrates understanding of the impact of own role on all partners and always puts the end beneficiary first. Builds and maintains strong external relationships and is a competent partner for others (if relevant to the role).</p>
 <p>Results Orientation</p>	<p>Efficiently establishes an appropriate course of action for self and/or others to accomplish a goal. Actions lead to total task accomplishment through concern for quality in all areas. Sees opportunities and takes the initiative to act on them. Understands that responsible use of resources maximizes our impact on our beneficiaries.</p>
 <p>Agility</p>	<p>Open to change and flexible in a fast paced environment. Effectively adapts own approach to suit changing circumstances or requirements. Reflects on experiences and modifies own behaviour. Performance is consistent, even under pressure. Always pursues continuous improvements.</p>
 <p>Solution Focused</p>	<p>Evaluates data and courses of action to reach logical, pragmatic decisions. Takes an unbiased, rational approach with calculated risks. Applies innovation and creativity to problem-solving.</p>
 <p>Effective communication</p>	<p>Expresses ideas or facts in a clear, concise and open manner. Communication indicates a consideration for the feelings and needs of others. Actively listens and proactively shares knowledge. Handles conflict effectively, by overcoming differences of opinion and finding common ground.</p>

<p>Project Authority (Name/Title): Kristoffer Kappy, NYSC-UNOPS</p>	<p>Contract holder (Name/Title): Marisol Sánchez/Evaluadora Especialista</p>
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Signature

*Kristin Kelly*

Date

Signature

*Marisol Sánchez*

Date 14/01/2022