**Terms of Reference for an International Consultant**

**Services/Work Description: Terminal Evaluation (TE)**

**Project/Programme Title: Strengthening natural resource valuation capacities for improved planning and decision-making to conserve the global environment**

**Consultancy Title: International Consultant**

**Duty Station: Remote**

**Duration: 35 working days**

**Expected start date: March 22nd 2022**

1. **BACKGROUND**

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| In accordance with UNDP and GEF M&E policies and procedures, all 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 medium-sized project titled “Strengthening natural resource valuation capacities for improved planning and decision-making to conserve the global environment” (PIMS # 5737) implemented through the Ministry of Environment and Sustainable Development, Guinea Bissau. The project started on the 16th of April 2018 and is in its 4th 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’ (<http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf>).The goal of this medium-sized project is for Guinea-Bissau to make better decisions to meet and sustain global environmental obligations through improved natural resource valuation and accounting. To that end, the objective of this project is to develop technical and institutional capacities for undertaking an economic valuation of global environmental goods and services as potentially impacted by proposed development policies, programmes, plans and projects. The project is implemented through the following four strategically linked components:*Component 1:* Strengthening policy and legislative instruments for effective monitoring and decision-making on the global environment*Component 2:* Strengthening effective monitoring and decision-making mechanisms for the global environment*Component 3*: Development of natural resource valuation tools for improved decision-making on the global environment*Component 4:* Improving awareness of global environmental values through the use of natural resource valuationEach of these components comprises a set of outputs with their respective activities to build systemic, institutional, and individual capacities within Guinea-Bissau. Among the key activities of the project are the enhanced targeted capacities, strengthened monitoring, natural resource valuation tools, and targeted training and awareness-raising. At the end of the project, each of the four components will result in an expected outcome, namely:* Enhanced targeted capacities to improve policy and legislative instruments for better monitoring and decision-making on the global environment.
* Strengthened monitoring and decision-making mechanisms for the global environment
* Natural resource valuation tools for improved decision-making on the global environment
* Targeted training and awareness-raising will have resulted in improved understanding of the good practices for delivering and sustaining global environmental outcomes within the framework of sustainable development

The project’s strategy emphasizes a long-term approach to institutionalizing capacities to meet MEA obligations through a set of learn-by-doing activities that lay the foundation for effective decision-making regarding global environmental benefits. Active participation of stakeholder representatives in the full project life cycle facilitates the strategic adaptation of project activities in keeping with project objectives. Moreover, the inclusion of non-state stakeholders contributes to the adaptive collaborative management of project implementation and promotes long-term sustainability of project outcomes.After close to 4 years of implementation, this project will be operationally closed on the 16th of April 2022. As per UNDP project management policies and procedures, an independent terminal evaluation is required. This evaluation mission will proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. This TE will be conducted by a team of 2 consultants (hereby referred to as the TE team) made up of an international consultant who will act as the TE team leader and a national consultant. This TOR is developed specifically for acquiring the services of an international consultant (team leader) for the TE. |

1. **SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK**

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| The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons from the project implementation 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. It also highlights the relevance, efficiency, sustainability and impact of the project. The evaluation will also identify the main challenges and constraints faced by the project and provide recommendations for future UNDP interventions to support and strengthen capacities for planning and decision making towards natural resources management in light of the government´s development priorities and the Agenda 2030.In order to attain this objective, the evaluation will cover the 4 project components mentioned above and will take into consideration the feedback from all the relevant government institutions, development partners and Civil Society Organizations involved in the project. In addition, the evaluation will also seek information from the core personnel involved in the project implementation activities and UNDP senior management. The evaluation will also assess the project approach to capacity development, knowledge management, south-south and triangular cooperation, mainstreaming gender equality and the results achieved in that regard. **TE APPROACH & METHODOLOGY** The TE report must provide evidence-based information that is credible, reliable and useful.The TE team (hereby referring to the consultants) will review all relevant sources of information including documents prepared during the preparation phase (i.e. Project Identification Form (PIF), UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure(SESP)), the Project Document (ProDoc), project reports including annual Project Implementation Reports (PIRs), project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline Tracking Tool submitted to the GEF at the Chief Executive Officer (CEO) endorsement stage and the terminal Tracking Tools that must be completed before the TE field mission begins. 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), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries, and other stakeholders.Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to:* The communities, that are projected to benefit from the project
* The Ministry of Environment and Sustainable Development (MADS)
* Ministry of Fisheries
* Ministry of Agriculture, Forestry and Livestock
* Ministry of Infrastructure and Construction and Town Planning
* Ministry of Transport

Other line ministries thus:* Ministry of Natural Resources
* Ministry of Commerce and Business Promotion

NGOs/CBOs/Other include:* Fundação BIOGUINÉ
* Communities of Fishermen and Fish Processors
* Private sector;

executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE team is expected to conduct field missions to project sites in the following project zones: Zone #2: “Varela-Cacheu”, Cacheu (Urbano) which covers these localities: * Cacheu
* Canchungo

Zone #3a: “Mansoa-Buba-Cufada”, which includes:* Buba
* Mansoa

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, 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 TE report. The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders, and the TE team.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. 1. DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project’s Logical Framework/Results Framework. The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects (<http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf>).The Findings section of the TE report will cover the topics listed below. (*The asterisk “(\*)” indicates criteria for which a rating is required.)*1. Project Design/Formulation
* National priorities and country driven-ness
* Theory of Change
* Gender equality and women’s empowerment
* Social and Environmental Safeguards
* Analysis of Results Framework: project logic and strategy, indicators
* Assumptions and Risks
* Lessons from other relevant projects (e.g., same focal area) incorporated into project design
* Planned stakeholder participation
* Linkages between project and other interventions within the sector
* Management arrangements
1. Project Implementation
* Adaptive management (changes to the project design and project outputs during implementation)
* Actual stakeholder participation and partnership arrangements
* Project Finance and Co-finance
* Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
* Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
* Risk Management, including Social and Environmental Standards
1. Project Results
* Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
* Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
* Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
* Country ownership
* Gender equality and women’s empowerment
* Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
* GEF Additionality
* Catalytic Role / Replication Effect
* Progress to impact

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

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

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| Monitoring & Evaluation (M&E) | Rating[[1]](#footnote-2) |
| M&E design at entry |  |
| M&E Plan Implementation |  |
| Overall Quality of M&E |  |
| Implementation & Execution | Rating |
| Quality of UNDP Implementation/Oversight  |  |
| Quality of Implementing Partner Execution |  |
| Overall quality of Implementation/Execution |  |
| Assessment of Outcomes | Rating |
| Relevance |  |
| Effectiveness |  |
| Efficiency |  |
| Overall Project Outcome Rating |  |
| Sustainability | Rating |
| Financial resources |  |
| Socio-political/economic |  |
| Institutional framework and governance |  |
| Environmental |  |
| Overall Likelihood of Sustainability |  |

The total duration of the TE will be approximately 35 working days over a time period of 8 weeks starting on 22nd /03/2022. The tentative TE timeframe is as follows:

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| Timeframe | Activity |
| 18th/02/2022 | Application closes |
| 21st/02/2022 | Selection of the consultant |
| 22nd/03/2022 | Preparation period for the consultant (handover of documentation) |
| (22nd to 4th/04/2022) 10 days  | Document review and preparation of TE Inception Report |
| 5th to 6th/04/2022) 02 days | Finalization and Validation of TE Inception Report;  |
| (25/04 – 05/05/2022) 10 days | TE mission to Guinea Bissau: stakeholder meetings, interviews etc.End of in country data collection |
| (9th May 2022) 01 day | Mission wrap-up meeting & presentation of initial findings;  |
| (10th to 23/05/2022) 09 days  | Analysis and preparation of draft TE report |
| 20/05/2022 | Circulation of draft TE report for comments |
| 27 & 30th/05/2022 (02 days) | Incorporation of comments on draft TE report into Audit Trail & finalization of TE report  |
| 31/05/2022 (01 day) | Concluding Stakeholder Workshop  |
| 31/05/2022  | Expected date of full TE completion |

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1. **Expected Outputs and deliverables**

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| **DELIVERABLES**

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| # | Deliverable | Description | Timing | Responsibilities |
| 1 | TE Inception Report | TE team clarifies objectives, methodology and timing of the TE | No later than 2 weeks before the TE mission: (04/04/2022) | TE team submits Inception Report to Commissioning Unit and project management |
| 2 | Presentation | Initial Findings | End of TE mission: (9th/05/2022) | TE team presents to Commissioning Unit and project management |
| 3 | Draft TE Report | Full draft report (using guidelines on report content in ToR Annex C) with annexes | Within 3 weeks of end of TE mission: (by 20th/05/2022) | TE team submits to Commissioning Unit; reviewed by BPPS-GEF RTA, Project Coordinating Unit, GEF OFP |
| 5 | Final TE Report\* + Audit Trail | Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report  | Within 2 weeks of receiving comments on draft report: (by 31st/05/2022) | 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.[[2]](#footnote-3) |

1. **Institutional arrangements/reporting lines**

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| The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project’s TE is UNDP Guinea Bissau Country Office. UNDP Guinea Bissau CO will contract the evaluator and ensure the timely provision of per diems.  |

1. **Experience and qualifications**

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| **TE TEAM COMPOSITION**A team of two independent evaluators will conduct the TE. This includes an international consultant (team leader) and a local consultant. The **local consultant** will serve as an Interlocator between the project stakeholders (national project implementation partners and beneficiaries) and the international consultant (team leader). He/she will be in charge of collecting secondary project information, relevant documents and reports from the government institutions and the implementing partners. He/she will participatorily and consultatively engage with the project team, government counterparts, Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor and direct beneficiaries all through the TE mission. The local consultant will set up stakeholder interviews and arrange field visits where necessary as instructed by the international consultant; organize and conduct 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 time and data. **The international consultant** (who’s services are requested through this TOR), will play the role of the team leader and should have experience and exposure to projects and evaluations in the west African region. The team leader will work remotely and in close collaboration with the local consultant as a TE team. The team leader will be responsible for the overall design and writing of the TE report and will assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the local consultant in developing the TE itinerary.The evaluator cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project’s Mid-Term Review and should not have a conflict of interest with the project’s related activities. The selection of the evaluator will be aimed at maximizing the overall “team” qualities and performances. The following will be considered in selection of the candidate:I. Academic Qualifications:* Master’s degree in economics, natural resource management, development studies and other similar areas
* Certification in Evaluation is desirable;

II. Years of experience:* 5 years of relevant experience with results-based management evaluation methodologies;
* 5 years of experience applying SMART indicators and reconstructing or validating baseline scenarios;
* 5 years of experience in evaluating projects preferably GEF projects; Competence in adaptive management, as applied to GEF Multifocal Area);
* 2 years of experience working in the West Africa Region;
* Demonstrated understanding of issues related to gender and GEF Multifocal area; experience in gender responsive evaluation and analysis;
* Excellent communication skills;
* Demonstrable analytical skills;
* At least 2 project evaluation/review experience within the United Nations system will be considered an asset;
* Experience with implementing evaluations remotely.

III. Language:* Fluency spoken and written English and Portuguese;
* Proficiency in French, at least spoken, constitutes a strong advantage;
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1. **Payment Modality**

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| Payment to the individual contractor will be made based on the actual number of days worked, deliverables accepted and upon certification of satisfactory completion by the manager.* 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 TE reports).
* The Audit Trail includes responses to and justification for each comment listed.
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1. Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U) [↑](#footnote-ref-2)
2. Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml> [↑](#footnote-ref-3)