

**Terms of Reference (ToR) International/Team Lead Consultant: UNDP-GEF Terminal Evaluation for the project, Securing multiple ecosystems benefit through Sustainable Land Management (SLM) in the productive but degraded landscapes of South Africa**

**Location: South Africa**

**Application Deadline: 11 February 2022**

**Type of Contract: IC**

**Assignment Type: Consultancy**

**Languages Required: English**

**Starting Date: 21 February 2022**

**Duration of Initial Contract: 35 days**

**Expected Duration of Assignment: 9 weeks**

## **1. 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 *Securing multiple ecosystems benefit through SLM in the productive but degraded landscapes of South Africa* (PIMS 5054). As per the Project Document, the project was implemented by the national Department of Forestry, Fisheries and Environment Affairs (DFFE), in partnership with three Responsible Parties (Centre for Scientific and Industrial Research, CSIR; Rhodes University; and Endangered Wildlife Trust, EWT). The project is in its fifth year of implementation.

The TE process must follow the UNDP Evaluation Plan for the country office, and the guidance outlined in the document entitled, *Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects* ([http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf))

A TE team of two evaluators will conduct the TE – one team leader (with international experience and exposure to projects and evaluations in other regions/countries); and one national team expert, resident in South Africa. Important to note that this TOR is specifically for the international team lead. The ToR for the national evaluator will be shared separately.

## **2. PROJECT BACKGROUND AND CONTEXT**

South Africa places a high premium on the role of land and the constituent ecosystems in the quest for a green economy. Some 80% of the land is used for agriculture and subsistence livelihoods; 11% of it (12.76 million ha) has arable potential, while majority (69%) is used for grazing; 82% of the 12.76 million ha of cultivated land is under commercial agriculture, most of it rainfed. About six million people depend on agriculture for their livelihoods; nearly a million of them employed as farm workers. The smallholder agricultural sector provides employment for an additional 1.3 million households. Indeed, about 43% of South Africa's 46 million people live in rural areas and depend on natural resources to sustain livelihoods. Despite the importance of land and its ecosystems, South Africa is however prone to land degradation, currently exacerbated by human activities that disturb the delicate but dynamic equilibrium between soils, vegetation, and climate. According to WWF (2009), South African soils are extremely vulnerable to degradation and have low recovery potential; more than 5 million hectares (more than double the size of Kruger National Park) of cultivated lands are already seriously acidified. This is a serious problem in the Karoo, the Albany thickets and the Olifants catchment, three of the nine biomes. These three biomes currently exhibit signs of degradation of critical ecosystem services. In these biomes, land degradation is due to improper soil management practices, cultivation of unsuitable soils, improper management of cultivated crop land, deforestation and extensive removal of natural vegetation (including over-exploitation of vegetation for domestic use), overgrazing, alteration of surface/subsurface flow and inappropriate water abstraction. Consequences of degradation in these areas are reduced quantity and quality of water available to both nature and people, reduction of soil moisture content, disrupted water flow regimes, reduced recharge of groundwater table, increased sediments and pollutants in fresh water bodies, and low capacity of wetlands to buffer flooding and pollution, particularly in the Olifants.

In light of the above, the purpose of the project was to strengthen the enabling environment for the adoption of knowledge-based SLM models for land management and land/ecosystem rehabilitation in support of the green economy and resilient livelihoods. This was to be achieved through capacity building, improved governance and financial incentives demonstrated in three project sites. The project was therefore designed to reduce the costs of ecological restoration in South Africa and increase the productivity of the land. Following the Theory of Change, this required an innovative approach to sustainable land management (SLM), entailing: i) enhancing the capacity of government, institutions and local communities to mainstream SLM into policies, plans and programmes; and ii) implementing climate-smart ecosystem rehabilitation and management measures. The project was to envisaged to build capacity for the integration of SLM into development planning, and this was intended to include developing tools for the analysis of vulnerability and the development of innovative SLM interventions. The identified activities were intended to be demonstrated at the local level in order to build on existing knowledge and best available technologies. These activities were also meant to address soil erosion and land degradation. Therefore, as per the Project Document, the following four outcomes were envisaged:

Outcome 1: Economically viable, climate-smart land/ecosystem rehabilitation and management practices operationalised across 67, 300 hectares of the Karoo, Eastern Cape and Olifants landscapes (with potential for upscaling to cover 150,000 hectares)

Outcome 2: Increased knowledge and institutional capacity of DEA, DAFF, DWA, relevant departments and local communities to reduce degradation from livestock and crop production and to restore currently degraded lands through the application of knowledge-based land management practices

Outcome 3: Enabling environment for promoting rehabilitation of degraded land through carbon sequestration (including accessing and capitalising on carbon markets and the preparation of MRV documentation) in the Eastern Cape strengthened.

Outcome 4: Financing and governance frameworks strengthened to support the adoption of SLM approaches.

With DFFE as the Implementing Agency, the Responsible Parties to the project were Endangered Wildlife Trust (EWT), Rhodes University, Council for Scientific and Industrial Research (CSIR). These institutions worked collaboratively with the following key institutions: Agricultural Research Council (ARC), World Wildlife Fund (WWF), Living Lands, the Department of Agriculture, Rural Development and Land Reform, and the South African National Biodiversity Institute (SANBI).

The project was implemented in the following locations:

Name	Site location (GIS)	Area (ProDoc)	Responsible Party
Karoo, Northern Cape Province	Loxton: -31.463626°S, 22.324558°E  Nieuwoudtville: -31.553777°S, 19.179875°E  Graaff-Reinet: -32.249825°S, 24.534358°E	50 000 ha	Endangered Wildlife Trust (EWT), National NGO
Olifants Landscape, Limpopo Province	-24.585236°S, 29.847466°E	16 000 ha	CSIR (state entity reporting to the Department of Science and Innovation, DSI)
Machubeni and Baviaanskloof, Eastern Cape Province	Machubeni: -31.512236°S, 27.179777°E  Baviaanskloof: -33.547172°S, 23.970195°E	1 300 ha  1 000 ha	Rhodes University

The project had allocated the following budget at the time of project inception:

PPG Amount: USD 100,000  
GEF Grant Amount: USD 4,237,900  
Co-financing: USD 40,521,790

Thus, the total project budget is USD 4,237,900 with co-funding from UNDP, Government, the EWT and Rhodes University to the total value of USD 41, 176 333.46

Project start date (commensurate with Project Document Signature Date): 22 April 2017

First Disbursement Date: 07 June 2017

Actual Date of Mid-term Review: 19 March 2020

### **3. 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. Through generation of evidence and objective information, the TE will enable managers to make informed decisions and work strategically, even beyond project closure to ensure the sustainability of the project. Further, the TE will assess the impact of COVID-19 on the implementation of the project, especially relating to on-the-ground activities. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments.

### **4. TE APPROACH & METHODOLOGY**

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

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

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts, Implementing Partners, the UNDP Country Office, the Regional Technical Advisor, direct beneficiaries and other stakeholders.

This project was implemented simultaneously at two levels of SLM management, namely at the national, agency level (DFFE) in partnership with the three Responsible Parties, and at the three site levels with local communities and enabling local actors. At the national level there were two key role players, i.e. DFFE, and the Department of Agriculture, Rural Development and Land Reform who co-jointly chaired the Project Steering Committee (PSC), though with DFFE as the Lead with accountability for project results. The day to day work of the project was coordinated by the Project Management Unit (PMU). The PMU was staffed with UNDP personnel (Project Manager and Project Administrative Assistant) reporting to the DFFE Project Focal Point. The PSC was responsible for making management decisions for the project when guidance is required by the Project Manager; the PSC Secretariat was hosted by DFFE. The PSC mandate and role, for which TOR exists, was to: (i) to review the project progress, approve budgets and financial reports, and review and approve outputs as requested, (ii) to provide strategic guidance and policy directions to project implementation; and (iii) to ensure the relevance of the project by making sure that the project is well aligned to national policies and priorities of the countries and the basin it supports.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement for the TE should include interviews with the above stakeholders who have project responsibilities, including but not limited to DFFE, EWT, CSIR, Rhodes University, other organisations supporting the co-implementation agencies, other key government departments (e.g. Agriculture), senior officials and task team/component leaders, key experts and consultants in the subject area, Project Steering, project beneficiaries, academia, local government and CSOs, etc. UNDP personnel, including the Regional Technical Advisor, Country Office Environment Focal Point, and CO colleagues in Administration, Finance and Monitoring and Evaluation. A key stakeholder group to be expressly included in the interviews and discussions are local communities, especially those marginalized, vulnerable, and economically and socially excluded such as youth and

women. This is in lieu of the core UNDP mandate being focused on “leaving no-one behind”. The project beneficiaries are located at the project sites and should be visited in situ. Additionally, the TE team is expected to conduct field missions (itinerary to be agreed at inception stage with the partners) to as many project sites as possible (there are three project landscapes throughout the country, with varying levels of accessibility). Some of these sites are very far from airports (sometimes a 3-4 hr drive). The TE team will be met and guided by project personnel on the ground, which will be facilitated by the PMU given their experience and knowledge of conditions and logistic needs on the ground.

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 such as persons with disabilities, human rights, socio-economic and environmental impact 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.

#### **4.1 COVID-19 considerations**

COVID 19 has had a negative impact in the implementation rate of UNDP South Africa’s field-based activities due to restricted travel lockdown measures, and general threat to safety, and health and mental wellbeing. Daily official updates on COVID-19 conditions in South Africa can be found here: <https://sacoronavirus.co.za/>

The TE methodology should be prepared to be flexible, for example, with holding virtual meetings and creative and possibly remote data collection techniques under the current pandemic.

The final methodological approach including interview schedule, field visits and data to be used in the TE should be clearly outlined in the Inception Report and be fully discussed and agreed first with UNDP South Africa CO.

If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. The methodologies and their limitations must be reflected in the final TE report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (Teams, Zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm’s way and safety is the key priority.

Consultants are highly encouraged to undertake mission and travel to the sites. However, in case that COVID-19 travel restrictions will still be in place during the undertaking of the TE, the PMU (Project Management Unit) will ensure to facilitate virtual meetings are arranged. This will include interviews with key stakeholders at project sites to enable the TE team to get an actual feel of the situation on the ground. This immediate implication of the COVID-19 situation is that the TE consultants will need to do a lot of desk review. Additionally, the PMU will need to submit all the necessary documents so that the consultants are able to form a clear picture about the progress made on the project from the documentation. Overall, the PMU will support the development of the TE itinerary and facilitate organization of the TE field missions in a coordinated manner. A further mitigation measure is that the TE team consists of two consultants, one of whom should be resident in South Africa, and be able to travel to undertake domestic travel to project sites. It is important to note that this Assignment thus requires a TE team consisting of two individuals.

## **5. DETAILED SCOPE OF THE TE**

The TE will assess project performance against expectations set out in the project’s Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of

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
- Linkages to international and regional development goals and strategies, and UNDP corporate goals, priorities, and strategic plan as well as country programme document (CPD)
- Theory of Change
- Gender equality and women's empowerment, vulnerable groups including youth and persons with disabilities
- Social and Environmental Standards (Safeguards), human rights
- Analysis of Results Framework: project logic and strategy, indicators,
- Assumptions and Risks
- Knowledge, good practice, past lessons from other relevant projects (e.g. same focal area) incorporated into project design
- UNDP and the county office's comparative advantage in the role envisioned by the project
- 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 M&E assessment (\*)
- 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, vulnerable groups
- 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 based on 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. 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 incorporate gender equality and empowerment of women, and impact on vulnerable groups.

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

**ToR Table 2: Evaluation Ratings Table for Securing multiple ecosystems benefit through SLM in the productive but degraded landscapes of South Africa (PIMS 5054)**

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	

## 6. TIMEFRAME

The total duration of the TE will be approximately 35 over a time period of (9 weeks) starting on (18 February 2022). Flexibility is inherent in the timeframe for the TE, with additional time for implementing the TE virtually, recognizing possible delays in accessing stakeholder groups due to COVID-19. Consideration may be given to a time contingency should the evaluation be delayed in any way due to COVID-19. The tentative TE timeframe is as follows:

Timeframe	Activity
6-17 February 2022)	Selection of TE team
(3 <sup>rd</sup> Week February 2022)	Preparation period for TE team (handover of documentation by PMU)

<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)

(05 March 2022)	Document review and preparation of TE Inception Report
(10 March 2022)	Finalization and Validation of TE Inception Report
(10-25 March 2022) 15 days (recommended 7-15 days)	TE mission: stakeholder meetings, interviews, field visits, etc.
(28 March 2022)	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
(5 April 2022) 5 days	Preparation of draft TE report
(7 April 2022) 10 days	Circulation of draft TE report for comments
(20 April 2022)	Incorporation of comments on draft TE report into Audit Trail and finalization of TE report
(01 May 2022)	Preparation and Issuance of Management Response

Options for site visits will be discussed at the Inception Meeting and should be provided in the TE Inception Report. The PMU will support the development of the TE itinerary and facilitate organization of the TE field mission in a coordinated manner.

## 7. TE DELIVERABLES

#	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: (10 March 2022)	TE team submits Inception Report to Commissioning Unit and project management unit
2	Presentation	Initial Findings	End of TE mission: (30 March 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: (05 April 2022)	TE team submits to Commissioning Unit; reviewed by RTA, Project Management Unit,
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 (See template in ToR Annex H)	Within 1 week of receiving comments on draft report: (01 May 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>2</sup>

## 8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit, led by the Environment Focal Point, UNDP South Africa Country Office.

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 Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

- International and local travel will be required during the TE mission;
- The BSAFE training course must be successfully completed prior to commencement of travel; Herewith is the link to access this training: <https://training.dss.un.org/courses/login/index.php>. These training modules at this secure internet site is accessible to Consultants, which allows for registration with private email.

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

- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under <https://dss.un.org/dssweb/>
- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

## 9. TE TEAM COMPOSITION

A TE team of two evaluators will conduct the TE – one team leader (with international experience and exposure to projects and evaluations in other regions/countries); and one team expert, resident in South Africa. This assignment is focused on the international team lead consultant.

This assignment is envisaged to be carried out over two contracts, one for the team leader, and the other for national expert. The two will work together as a team collective to prepare a single inception report, a single draft TE report, and a final TE report. The national team expert will play a support role to the Team lead. The team lead will be accountable for producing the deliverables. The team leader will lead the overall design and writing of the TE report, etc. The national team expert will work in a support function, and, assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Manage Unit to formulate the TE itinerary, and where necessary, will support field visits especially in lieu of covid-19 restrictions. The team expert (national) will report to the team leader, and will be accountable to the team leader.

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 Mid-Term Review and should not have a conflict of interest with the project's related activities.

Team Lead/International Consultant credentials – Relevant to this TOR:

### Education

- Master's degree in Biodiversity and Conservation, Natural Resource Management, Agricultural Resource Conservation, Development Studies, Environmental Management, or other closely related fields;

### Experience

- Substantive relevant experience with results-based management evaluation methodologies;
- Substantive experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Substantive competence in adaptive management, as applied to GEF 5 Biodiversity Focal Area
- Substantive and demonstrable experience in evaluating projects;
- Experience working in Africa, and other relevant regions and contexts (working in South Africa is an asset);
- Experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to gender, human rights and experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system, especially UNDP-GEF projects, will be considered an asset; and
- Experience with implementing evaluations remotely will be considered an asset.

### Language

- Fluency in written and spoken English.
- Knowledge of an additional local language optional.



#### Experience

- Competence in adaptive management, as applied to Biodiversity, SLM and Ecosystems; and
- Demonstrated understanding of issues related to gender and Biodiversity experience in gender responsive evaluation and analysis.

National Expert TE Team member credentials (to be advertised separately and separate contract issuance):

#### Education

- Master's degree in Biodiversity and Conservation, Natural Resource Management, Agricultural Resource Conservation, Development Studies, Environmental Management, or other closely related fields;

#### Experience

- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Experience in evaluating projects;
- Should be a South African national, based in South Africa;
- Experience working in South Africa
- Experience in relevant technical areas for at least five years;
- Understanding of issues related to gender, human rights and experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset.
- Experience with implementing evaluations remotely will be considered an asset.

#### Language

- Fluency in written and spoken English.
- Knowledge of an additional local language optional.

#### Experience

- Competence in adaptive management, as applied to Biodiversity , Sustainable Land Management, Ecosystems.

### **10. 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.

### **11. 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%<sup>3</sup>:

- 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.

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

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

## 12. APPLICATION PROCESS<sup>4</sup>

Recommended Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the [template](#)<sup>5</sup> provided by UNDP;
- b) **CV** and a **Personal History Form** ([P11 form](#))<sup>6</sup>;
- c) Brief description of **approach to work/technical proposal** of why the team considers themselves as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted by email with the following reference "**National Expert for Terminal Evaluation of Securing multiple ecosystems benefit through SLM in the productive but degraded landscapes of South Africa PIMS 5054**" to: ([bid.pretoria@undp.org](mailto:bid.pretoria@undp.org)) by **(At 16:00, on 11 February 2022)**. Incomplete applications will be excluded from further consideration.

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

## 13. TOR ANNEXES

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team

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<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://poppp.undp.org/\\_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP\\_POPP\\_DOCUMENT\\_LIBRARY/Public/PSU\\_Individual%20Contract\\_Individual%20Contract%20Policy.docx&action=default](https://poppp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default)

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

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

<sup>6</sup> [http://www.undp.org/content/dam/undp/library/corporate/Careers/P11\\_Personal\\_history\\_form.doc](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)

- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail

## ToR Annex A: Project Logical/Results Framework

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

#	Item (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Inception Workshop Report
7	Mid-Term Review report and management response to 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 N/A
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>7</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

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<sup>7</sup> See ToR Annex F for rating scales.

5. Main Findings, Conclusions, Recommendations & Lessons
  - Main Findings
  - Conclusions
  - Recommendations
  - Lessons Learned
6. Annexes
  - TE ToR (excluding ToR annexes)
  - TE Mission itinerary, including summary of field visits
  - List of persons interviewed
  - List of documents reviewed
  - Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
  - Questionnaire used and summary of results
  - Co-financing tables (if not include in body of report)
  - TE Rating scales
  - Signed Evaluation Consultant Agreement form
  - Signed UNEG Code of Conduct form
  - Signed TE Report Clearance form
  - *Annexed in a separate file:* TE Audit Trail
  - *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, 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 at 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 E: UNEG Code of Conduct for Evaluators**

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

**Evaluators/Consultants:**

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

**Evaluation Consultant Agreement Form**

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

Name of Evaluator: \_\_\_\_\_

Name of Consultancy Organization (where relevant): \_\_\_\_\_

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

Signed at \_\_\_\_\_ (Place) on \_\_\_\_\_ (Date)

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



## ToR Annex F: TE Rating Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
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: TE Report Clearance Form

<b>Terminal Evaluation Report for (Project Title &amp; UNDP PIMS ID) Reviewed and Cleared By:</b>	
<b>Commissioning Unit (M&amp;E Focal Point)</b>	
Name: _____	
Signature: _____	Date: _____
<b>Regional Technical Advisor (Nature, Climate and Energy)</b>	
Name: _____	
Signature: _____	Date: _____

## ToR Annex H: TE Audit Trail

The following is a template for the TE Team to show how the received comments on the draft TE report have (or have not) been incorporated into the final TE report. This Audit Trail should be listed as an annex in the final TE report but not attached to the report file.

**To the comments received on (date) from the Terminal Evaluation of (project name) (UNDP Project PIMS #)**

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

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


