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## Terms of Reference (ToR)

### **International/Team Lead Consultant:**

UNDP-GEF Terminal Evaluation for the Project *Mainstreaming biodiversity conservation into the tourism sector in synergy with a further strengthened protected areas system in Cape Verde (PIMS #4526)*

### **BASIC CONTRACT INFORMATION**

**Location:** Cabo Verde (Santiago, Sal, Boa Vista and Maio)

**Application Deadline:** 29<sup>th</sup> April 2022

**Type of Contract:** Individual Contract

**Assignment Type:** Consultancy

**Languages Required:** English/Portuguese

**Starting Date:** 10<sup>th</sup> May, 2022

**Duration of Contract:** 30 working days

**Expected Duration of Assignment:** 10 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 ***Mainstreaming biodiversity conservation into the tourism sector in synergy with a further strengthened protected areas system in Cape Verde (PIMS #4526)*** implemented through the National Directorate of Environment / Ministry of Agriculture and Environment. The project should have started on 28 March 2016, but for several reasons it ended up starting in September 2017 and is in its fifth years of implementation. Also, a 12 month extension was approved, so the project officially ends on the 19th of September 2022.

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](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 Cabo Verde. Important to note that this TOR is specifically for the International Team Lead. The ToR for the National Team Expert evaluator will be shared separately.



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## 2. Project Background and Context

The project was designed to safeguard globally significant biodiversity in Cabo Verde from current and emerging threats, by enhancing the enabling and regulatory frameworks in the tourism sector and activating a critical further subset of the national protected areas system.

Cabo Verde has set ambitious targets for the expansion of its tourism industry. The achievement of these targets relies on long term competitiveness, which for a significant proportion of the tourism on offer depends on good environmental quality standards and the effective conservation of the country's landscape and biodiversity assets. This project supported 'mainstreaming' biodiversity considerations into the tourism sector, while strengthening the conservation of Cabo Verde's important biodiversity by operationalizing a critical new subset of Protected Areas (PAs). These are located in four priority islands – Santiago, Sal, Boa Vista and Maio – where immediate pressure is greatest and urgent action is required that can be replicated more widely in the future.

Under Component 1 the project will develop and put into place coherent and effective enabling frameworks (i.e., legal, policy, regulatory and institutional) for enhanced multi-sectoral strategic land-use planning at the landscape level, focusing on the tourism, and associated real estate/construction sectors. The project supports the development of new national standards on sustainable tourism and the uptake of international certification systems that are aligned with Global Sustainable Tourism Criteria while promoting destination-based sustainable tourism standards and their operationalization. It will also help define economic/fiscal and other incentives and penalties to advance the adherence of private sector and local community businesses to best-practice standards and related certification systems. Under Component 2, the project will spearhead the operationalization of 8 PAs based on the development of management and ecotourism plans and associated regulations. The identification of new potential MPA sites for inclusion in the national PA system will also be supported, as well as the definition and piloting of co-management and conflict resolution mechanisms. Cost-effective PA revenue generation mechanisms will be developed and tested in conjunction with tourism sector stakeholders. An environmental monitoring program to track the impacts of tourism and fisheries in PAs will be installed and Information Education and Communication (IEC) campaigns implemented to promote the role of PAs and sustainable tourism in Cabo Verde.

The Project is implemented by the national Directorate of Environment in collaboration with the general Directorate of Tourism and Transport. The Total Project Cost is estimated as 3,664,640 USD from GEF and 10,047,191 of co-financing (including 450,000 USD from UNDP, 5,266,431 USD from Government of Cabo Verde-Grant, 4,275,760 USD from the Government of Cabo Verde-In kind, and 55,000 USD from Agencia Española de Cooperación Internacional para el Desarrollo /AECID).

## 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. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.



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The final evaluation should focus on the delivery of the project's results as initially planned and as corrected after the mid-term evaluation. The final evaluation should look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals.

This comprehensive report should summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

Further to this, the objectives of the evaluation will be to:

- *assess the achievement of project results supported by evidence (i.e., progress of project's outcome targets),*
- *assess the contribution and alignment of the project to relevant national development plan or environmental policies,*
- *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 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.

#### **4. TE Approach & Methodology**

The TE report must provide evidence-based information that is credible, reliable, and useful. The TE 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 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 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 environment and tourism 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 Santiago, Sal, Boavista and Maio, including the following project sites: Parque Natural de Serra de Pico de Antónia, Reserva Marinha Baía da Murdeira, Reserva Natural Rabo de Junco, Reserva Natural Casas Velhas, Reserva Natural Morro de Areia, Reserva Natural Boa Esperança, Reserva Natural Ponta do Sol, Monumento Natural do Ihéu de Sal-Rei.

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



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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 TE must provide evidence-based information that is credible, reliable, and useful. The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e., PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, MTR, and any other materials that the team considers useful for this evidence-based review).

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.

## 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 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)).

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "(\*)" indicates criteria for which a rating is required.

### Findings

#### i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g., same focal area) incorporated into project design
- Planned stakeholder participation



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- 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

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.



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- 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. 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.

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

**ToR Table 2: Evaluation Ratings Table for Mainstreaming biodiversity conservation into the tourism sector in synergy with a further strengthened protected areas system in Cape Verde (PIMS # 4526)**

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	

<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)



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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. Expected Outputs and Deliverables

The TE consultant/team of evaluators shall prepare and submit:

#	Deliverables	Description	Timing	Responsibilities
1	<b>TE Inception Report</b>	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: <b>June 6<sup>th</sup>, 2022</b>	TE team submits Inception Report to Commissioning Unit and project management
2	<b>Presentation</b>	Initial Findings	End of TE mission: <b>June 17<sup>th</sup>, 2022</b>	TE team presents to Commissioning Unit and project management
3	<b>Draft TE Report</b>	Full draft report ( <i>using guidelines on report content in ToR Annex C</i> ) with annexes	Within <b>2 weeks</b> of end of TE mission: <b>June 30<sup>th</sup>, 2022</b>	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP



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4	<b>Final TE Report* + Audit Trail</b>	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 <i>template in ToR Annex H</i> )	Within 1 week of receiving comments on draft report: <b>July 10<sup>th</sup>, 2022</b>	TE team submits both documents to the Commissioning Unit
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\*The final TE report must be in English. Also, the final TE report 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>

## 7. TE Arrangements

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project’s TE is UNDP Country Office of Cape Verde.

UNDP Country Office of Cape Verde will contract the evaluators (international consultant-team leader and national consultant) 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.

## 8. Duration of the Work

The total duration of the TE will be approximately *30 working days* over a time period of *10 of weeks* starting on *10<sup>th</sup> May 2022* and shall not exceed five months from when the TE team is hired. The tentative TE timeframe is as follows:

Timeframe	Activity
(29/04)	Application closes
(06/05)	Selection of TE team
(10/05)	Preparation period for TE team (handover of documentation)
(16/05) 4 days	Document review and preparation of TE Inception Report

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





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(30/05) 4 days	Finalization and Validation of TE Inception Report; latest start of TE mission
(06-17/06) 12 days	TE mission: stakeholder meetings, interviews, field visits, etc.
(20/06)	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
(30/06) 10 days	Preparation of draft TE report
(01-08/07)	Circulation of draft TE report for comments
(10/07)	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
(15/07)	Preparation and Issuance of Management Response
(19/07)	Concluding Stakeholder Workshop (optional)
(29/07)	Expected date of full TE completion

The expected date start date of contract is 10<sup>th</sup> May 2022.

## 9. Duty Station

The consultant's duty station will be home-based with field missions to the four priority islands– Santiago, Sal, Boa Vista and Maio- in Cape Verde

### Travel:

- International travel will be required to Cape Verde during the TE mission.
- The BSAFE course must be successfully completed prior to commencement of travel.
- 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.

## 10. TE Team Composition and Required Qualifications

A team of two independent evaluators will conduct the TE – *one team leader* (international consultant with experience and exposure to projects and evaluations in other regions) and *one team expert* (resident in Cabo Verde with experience and exposure to projects and evaluations in the country). 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 the *team 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 *team leader* will lead the evaluation, according to the experience and



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following UNDP and GEF guidelines. The *team leader* 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 support the team leader providing all information from the national context that is relevant to the evaluation of this project, according to the professional experience and knowledge of environment, biodiversity conservation, sustainable tourism, mainstreaming policies, and related areas. The *team national expert* will report and be accountable to the *team leader*. The *team national expert* will play a support role to the *team leader*.

The evaluators 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 evaluators will be aimed at maximizing the overall "team" qualities in the following areas:

- Environment
- Biodiversity Conservation
- Sustainable Tourism
- Mainstreaming Policies

The Team Lead/International Consultant must present the following qualifications (Relevant to this TOR):

#### Education (10 point)

- Master's degree in Biodiversity Conservations, Sustainable Tourism, Natural Resources Management, Environmental Management, Sustainable Development, or other closely related field. Alternatively, they can hold a bachelor's degree in natural science conservations, natural resources management, sustainable development, sustainable tourism, or other closely related field, combined with at least 10 years of relevant professional experience.

#### Experience (50 points)

- Substantive relevant experience with a positive track record in GEF project evaluations; (10 points)
- Project evaluation/review experiences within United Nations system, especially UNDP-GEF projects, will be considered an asset; (5 points)
- Substantive relevant experience with result-based management evaluation methodologies; (5 points)
- Substantive experience applying SMART indicators and reconstructing or validating baseline scenarios; (5 points)
- Substantive competence in adaptive management, as applied to biodiversity management and sector mainstreaming, and demonstrable experience in evaluating projects; (10 points)



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- Experience working in Africa and/or insular countries (working in Cabo Verde is an asset; (5 points)
- Demonstrated understanding of issues related to gender, human rights and experience in gender responsive evaluation and analysis; (xx points)
- Work experience in relevant technical areas for at least 10 years; (6 points)
- Excellent communication skills; (2 points)
- Demonstrable analytical skills; (2 points)

#### Language (10 points)

- Working knowledge of spoken and written English (5 points)
- Working knowledge of spoken and written Portuguese (5 points)

#### Financial (30 point)

-/-

The National Expert TE Team member must present the following qualifications (to be advertised separately and separate contract issuance):

#### Education (10 point)

- Master's degree in biodiversity conservations, natural resources management, sustainable development, sustainable tourism, or other closely related field. Alternatively, they can hold a bachelor's degree in natural science conservations, natural resources management, sustainable development, sustainable tourism, or other closely related field, combined with at least 10 years of relevant professional experience.

#### Experience (50 points)

- Proven experience with a positive track record in GEF project evaluations; (5 points)
- Project evaluation/review experiences within United Nations system will be considered an asset; (5 points)
- Experience applying SMART indicators and reconstructing or validating baseline scenarios; (5 points)
- Competence in adaptive management, as applied to biodiversity management and sector mainstreaming; (5 points)
- Should be resident in Cabo Verde and have experience working in the country (5 points)
- Excellent knowledge of the national context in the areas of environment, management of natural resources and sustainable tourism; (10 points)



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- Understanding of issues related to gender, human rights and experience in gender responsive evaluation and analysis; (5 points)
- Work experience in relevant technical areas for at least 5/7 years; (6 points)
- Excellent communication skills; (2 points)
- Demonstrable analytical skills; (2 points)

#### Language (10 points)

- Working knowledge of spoken and written English (5 points)
- Working knowledge of spoken and written Portuguese (5 points)

#### Financial (30 point)

### **11. 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.

### **12. 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



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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.

### 13. Scope of Price Proposal and Schedule of Payments

#### Financial Proposal:

- Financial proposals must be “all inclusive” and expressed in a lump-sum for the total duration of the contract. The term “all inclusive” implies all cost (professional fees, travel costs, living allowances etc.);
  - The lump sum is fixed regardless of changes in the cost components.

### 14. Recommended Presentation of Proposal<sup>4</sup>

- 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 individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- 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

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

<sup>4</sup> Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://popp.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)



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indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the address Edifício das Nações Unidas, Ave. OUA - Largo das Nações Unidas, CP. 62 Cidade da Praia - Ilha de Santiago, Republica de Cabo Verde in a sealed envelope indicating the following reference ***“International Consultant for Terminal Evaluation of Mainstreaming biodiversity conservation into the tourism sector in synergy with a further strengthened protected areas system in Cabo Verde – UNDP (PIMS #4526)”*** or by email at the following address ONLY: ***[procurement.cv@cv.jo.un.org](mailto:procurement.cv@cv.jo.un.org)*** by ***.../.../2022, ... Cabo Verde Time***. Incomplete applications will be excluded from further consideration.

## 15. Criteria for Selection of the Best Offer

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

## 16. TOR Annexes

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- 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 and TE Ratings Table
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail Template



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## ToR Annex A: Project Logical/Results Framework

**This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD:** COUNTRY PROGRAMME / UNDAF OUTCOMES #4: Institutions reinforce environmental governance and integrate principles of environmental sustainability, climate change and disaster relief reduction; public and private institutions adopt a holistic approach to conservation and protection of critical habitats and biodiversity.

**Country Programme Outcome Indicators:**

**Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one):** 1. Mainstreaming environment and energy OR 2. Catalysing environmental finance OR 3. Promote climate change adaptation OR 4. Expanding access to environmental and energy services for the poor.

**Applicable GEF Strategic Objective and Program:** BD-2 & BD-1

**Applicable GEF Expected Outcomes:** [BD 2.2]: Measures to conserve and sustainably use biodiversity incorporated in policy and regulatory frameworks. [BD 1.1]: Improved management effectiveness of existing and new protected areas.

**Applicable GEF Outcome Indicators:** [Indicator 2.1]: Landscapes and seascapes certified by internationally or nationally recognized environmental standards that incorporate biodiversity considerations (e.g. FSC, MSC) measured in hectares and recorded by GEF tracking tool. [Indicator 1.1]: Protected area management effectiveness score as recorded by Management Effectiveness Tracking Tool.



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Project Objective	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
<p>To safeguard globally significant biodiversity in Cabo Verde from current and emerging threats, by enhancing the enabling and regulatory frameworks in the tourism sector and activating a critical further subset of the national protected areas system.</p>	<p>(1) Number of hectares of key habitats of global importance under increased protection.</p>	<p>A total of 205,513.09 ha of PAs designated (73.381,42 ha of terrestrial and coastal, and 132.131,67 ha of marine PAs), of which 45.968,94 ha without management plans.</p> <p>Increasing pressure from tourism and artisanal fisheries negatively impacting globally important habitats. [baselines to be quantified during Y1 through initial assessments conducted under output 2.5]</p>	<p>In at least 8 priority PAs, covering a total of 16,610.57 ha and related Tourism Protected and Reserve Areas (ZRPT).</p> <p>(i) Establishment and operationalisation of PA management according to site specific management and ecotourism plans</p> <p>(ii) Tourism- related disturbance of critical habitats avoided, reduced or compensated; (iii) Adverse impacts by artisanal fisheries reduced or reversed;</p>	<p>Field studies and technical documentation.</p> <p>Annual reports by DNA and PA management units.</p> <p>Project progress and M&amp;E reports.</p> <p>Ecosystem monitoring and auditing reports, and tracking tools.</p> <p>Independent mid term and final project reviews.</p>	<p>Political will of key ministries - MAA/DNA, MTT/DGT MM/DNAP - and other relevant institutions and agencies to provide coordinated support for a strengthened biodiversity conservation agenda in Cabo Verde and an expanded national system of terrestrial and marine PAs.</p> <p>Formal ratification and timely adoption by competent authorities of regulatory, policy and institutional instruments and frameworks developed for mainstreaming biodiversity conservation in the tourism sector.</p> <p>Effective mobilisation of cofinancing and other government resources to fund the further expansion of the national PA system, including the recruitment of permanent staff, the establishment of critical PA infrastructure and facilities and to cover the operating costs of the national system of PAs.</p> <p>Design of an effective ecosystem auditing and monitoring system, and its adoption and implementation by</p>





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	(2) Population size/density of selected globally significant species.	Baseline for target species to be established in Y1.	Population size/ density for target species are maintained or increase: (i) plants, e.g.. <i>Sideroxylon marginata</i> VU, <i>Globularia amygdalifolia</i> ; (ii) birds, e.g. <i>Acrocephalus brevipennis</i> EN; (iii) five species of Sea turtles; (iv) Humpback whales ; (v) Cabo Verde coastal lobsters ( <i>Panilurus regius</i> , <i>P. echinatus</i> , <i>P. argus</i> and <i>Scylarides latus</i> ); (vi) endemic fishes such as Lubbock’s Chromis <i>lubbocki</i> , the Cabo Verde Skate <i>Raja herwigi</i> and Smalltooth Sawfish <i>Pristis pectinata</i> CR; (vii) Ecological index of species richness and abundance.		relevant government institutions, the private sector and concerned local communities.
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Project Objective	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	(3) Legal, policy and institutional frameworks in place for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems.	Current score 2: "Very Partially" [see IRRF rating scale from 1 to 4].	Sufficient staff capacities and resources have been allocated for implementation of the legal, policy and institutional frameworks, and there is evidence of impact from the frameworks which can be recorded and verified. [target rating : 4, "Largely" - see IRRF rating scale for indicator 2.5.1].	Published legal, policy and institutional texts and frameworks from government / ministry sources.	
	(4) Capacity to implement national or sub-national plans to protect and restore the health, productivity and resilience of oceans and marine ecosystems.	Current score 2: "Very Partially improved" [see IRRF rating scale from 1 to 4].	Capacities to protect and restore the health, productivity and resilience of oceans and marine ecosystems are largely in place [target rating : 4, "Largely improved" - see IRRF rating scale for indicator 2.5.2].	UNDP country assessments.  Ecosystem monitoring and auditing reports.	



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Project Objective	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	(5) Changes in UNDP capacity assessment scorecard for the national system of Protected Areas.	Total average score : 74%	Baseline score + at least 10%.	UNDP capacity assessment scorecard.	Sufficient human, technical and financial resources are mobilized to manage the national PA system.
<b>Outcome 1</b> Biodiversity conservation is mainstreamed into tourism planning and operations at national level and on priority islands.	(6) % of new tourism developments which conform to Tourism Land use plans and apply SEA and EIA recommendations as part of the permitting process.	A limited % of tourism developments integrate biodiversity conservation objectives and priorities according to SEA and EIA procedures.	100% of new tourism-related infrastructural developments and hotels are consistent with Tourism Land use plans and SEA recommendations, and apply rigorous EIAs whose conclusions are respected in the permitting process.	Tourism Land use plans.  SEA guidelines and official reports.  EIA procedures and documentation.	Effective inter- ministerial coordination for the development of adequate SEA procedures and the timely implementation of SEA recommendations as part of the permitting process  Mobilisation of adequate technical and financial resources to implement rigorous auditing and transparent monitoring procedures which ensure compliance with SEA and EIA recommendations.



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Project Objective	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	(7) Number of EIA and SEA infractions identified and % of successful corrections achieved during the construction and operational phases of tourism developments.	Insufficient capacity to detect infractions, absence of SEA procedures and recommendations, and limited capacity to audit and enforce the correction of infractions.	All significant environmental infractions during the construction and operational phases are identified in a timely fashion and corrections implemented through systematic auditing, monitoring, and enforcement.	Official audit, monitoring and infraction reports.	<p>Active engagement and collaboration of the private sector in the development, adoption and implementation of the biodiversity-friendly tourism certification system.</p> <p>The quality assurance and certification processes (for tourism and fishing) are perceived as positive drivers delivering tangible added value which benefits all concerned stakeholders.</p>



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	<p>(8) % of tourism businesses adopting and complying with national standards and sustainable tourism certification systems</p>	<p>No sustainable tourism standards adopted, and limited use of international sustainable tourism certification systems in Cabo Verde.</p>	<p>(i) Baseline sustainable tourism assessment for targeted islands delivered</p> <p>(ii) National standards on sustainable tourism created and adopted.</p> <p>(iii) National standards for small hotels integrate biodiversity elements.</p> <p>(iv) at least 30% tourism-related operational hotels and tourism service providers on targeted islands adopt a GSTC-aligned certification system.</p> <p>(v) 100% of tourism operators doing business in protected areas comply with national standards or are independently certified.</p> <p>(vi) The frequency of activities causing negative impacts on biodiversity is reduced by at least 50% (e.g. from quad biking or boat anchoring; baselines and targets to be defined during Y1).</p> <p>(vii) Destination-based certification in place in two destinations.</p> <p>(viii) Sustainable Cabo Verde competition operational.</p>	<p>Documentation from the establishment and adoption of the national standards.</p> <p>Performance reports on the uptake and compliance with certification criteria and guidelines adopted.</p>	<p>National processes lead to the formal adoption of national standards for tourism and fishing.</p>
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			<p>(ix) Fish Certification Centres piloted in Sal, Boa Vista and Maio.</p> <p>(xi) Number of new developments with associated biodiversity offsets in protected areas.</p>		
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Project Objective	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	<p><b>Outputs</b></p> <p><u>1.1.</u> Strengthened government capacity to integrate biodiversity into the tourism sector, including compliance, monitoring and enforcement.</p> <p><u>1.2.</u> Policy mainstreaming committees overseeing coherence between tourism development and biodiversity management.</p> <p><u>1.3.</u> Cross-sectoral planning integrates biodiversity conservation objectives, and Strategic Environmental Assessments (SEAs) conducted in priority PAs/ ZRPTs..</p> <p><u>1.4.</u> Economic incentives and enforcement measures are strengthened to promote the adoption of sustainable tourism practices.</p> <p><u>1.5.</u> Best-practice standards for sustainable tourism and voluntary certification established and operational.</p> <p><u>1.6.</u> A biodiversity offset mechanism established and integrated in the planning and development of tourism.</p>				
<p><b>Outcome 2</b> The coastal and marine PA estate in priority islands is expanded and strengthened.</p>	<p>(9) Management Effectiveness Tracking Tool (METT) scores in each of the 8 new PAs to be established and operationalised.</p>	<p>Pico de Antonia NP : 49 Baia da Murdeira NR: 42 Rabo de Junco NR: 47 Ponta do Sol NR: 43 Boa Esperanca NR: 44 Morro de Areia NR: 42 Ilheu de Sal Rei NM : 37 Casas Velhas NR: 57</p>	<p>Pico de Antonia NP : 64 Baia da Murdeira NR: 55 Rabo de Junco NR: 61 Ponta do Sol NR: 56 Boa Esperanca NR: 57 Morro de Areia NR: 55 Ilheu de Sal Rei NM : 48 Casas Velhas NR: 74</p>	<p>METT reports and scores reviewed and validated by independent mid-term and final project evaluations.</p>	<p>Adequate human, technical and financial resources are effectively mobilized by government to operationalise and manage the new PAs.</p> <p>A strategic partnership involving MAHOT/DNA, MTIDE/DGT and the private sector is successfully negotiated and formalised to design and implement the proposed mechanism to generate income for</p>



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Project Objective	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	(10) Net revenue for PA management from the tourism sector in project intervention sites.	\$ 9.950 annual revenue currently generated for PA management from tourism sector.	At least \$350,000 of annual net revenue is sustainably generated for PA management from the tourism sector.	Annual reports by DNA and PA management units.  Project progress and M&E reports.	PA management from the tourism sector.  Relevant regulatory framework in place to collect and retain tourism user fees adopted and operational.
	(11) Financial sustainability scorecard for the national system of protected areas.	Comp. 1 (35/90) : 39% Comp. 2 (20/59) : 34% Comp. 3 (14/71) : 20% TOTAL (69/220) : 31%	Comp. 1: 46,8% Comp. 2: 40,8% Comp. 3: 24,0% TOTAL : 37,2%	Financial Sustainability Scorecard reports independently verified by mid-term and final project evaluations.	
	<p><u>2.1.</u> Operationalization of PA management on target islands and establishment of designated priority Protected Areas.</p> <p><u>2.2.</u> New potential MPA sites are identified and their representativeness and connectivity improved through biodiversity assessments around the marine shelf of target islands.</p> <p><u>2.3.</u> Co-management of MPAs demonstrated in pilot sites based on the adoption of sustainable fishing practices by local communities.</p> <p><u>2.4.</u> PA revenue generation mechanisms developed and piloted in conjunction with tourism sector stakeholders.</p> <p><u>2.5.</u> Ecosystem monitoring supports the planning and management of PAs and related sustainable tourism activities.</p> <p><u>2.6.</u> Information, Education and Communication (IEC) campaigns promote the importance of PAs and of sustainable tourism.</p>				





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## 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



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19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
21	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)
23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
24	UNDP Country Programme Document (CPD)
25	List/map of project sites, highlighting suggested visits
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes
<i>Additional documents, as required</i>	



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## **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



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- 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

##### 4.2. 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)

##### 4.3. Project Results and Impacts

- Progress towards objective and expected outcomes (\*)

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



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- Relevance (\*)
  - Effectiveness (\*)
  - Efficiency (\*)
  - Overall Outcome (\*)
  - Sustainability: financial (\*), socio-economic (\*), institutional framework and governance (\*), environmental (\*), and overall likelihood (\*)
  - Country ownership
  - Gender equality and women's empowerment
  - Cross-cutting Issues
  - GEF Additionality
  - Catalytic/Replication Effect
  - Progress to Impact
5. Main Findings, Conclusions, Recommendations & Lessons
- Main Findings
  - Conclusions
  - Recommendations
  - Lessons Learned
6. Annexes
- TE ToR (excluding ToR annexes)
  - TE Mission itinerary, including summary of field visits
  - List of persons interviewed
  - List of documents reviewed
  - Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
  - 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



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- *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



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## ToR Annex D: Evaluation Criteria Matrix template

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities a the local, regional and national level?			
<i>(include evaluative questions)</i>	<i>(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)</i>	<i>(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)</i>	<i>(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)</i>
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
Gender equality and women’s empowerment: How did the project contribute to gender equality and women’s empowerment?			



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Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			
<i>(Expand the table to include questions for all criteria being assessed: Monitoring &amp; Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)</i>			





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## 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.



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## ToR Annex F: TE Rating Scales & Evaluation Ratings Table

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

Evaluation Ratings Table	
Monitoring & Evaluation (M&E)	Rating
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	



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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	



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## ToR Annex G: TE Report Clearance Form

**Terminal Evaluation Report for *(Project Title & UNDP PIMS ID)* Reviewed and Cleared By:**

**Commissioning Unit (M&E Focal Point)**

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

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

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

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

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



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## 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