TERMS OF REFERENCE
(Individual Contractor Agreement)

Title: Project Management Support – Advisor
Project: FSP OP6 Egypt
Duty station: Home Based
Section/Unit: NYSC SDC GMS
Contract/Level: ICS-11/IICA-3
Supervisor: Kirk Bayabos, Head of Cluster

1. General Background

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

New York Service Cluster (NYSC) supports the United Nations Secretariat, as well as other New York-based United Nations organizations, bilateral and multilateral partners in the delivery of UNOPS mandate in project management, infrastructure management, and procurement management
Sustainable Development Cluster (SDC) supports diverse partners with their peacebuilding, humanitarian and development operations. It was formed by combining the following portfolios: Grants Management Services (GMS), UN Technology Support Services (UNTSS), Development and Special Initiatives Portfolio (DSIP) It provides Services to partners' programmes that are designed, structured, and managed with a global perspective and primarily serving partners that are headquartered in New York. The SDC has a footprint of approximately 125 countries.

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

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized projects UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project.

The Terms of Reference (ToR) is set for an International Consultant who will work together with a National Consultant in conducting the Terminal Evaluation (TE) (thereafter referred to as the "TE Team") for the project "Sixth Operational Phase of the GEF Small Grants Programme in Egypt".The project proposes to support multi-stakeholder, community-based landscape management in strategic sites within the Delta, Upper Nile, Fayoum, and Cairo regions, by assisting community organizations and NGOs to develop and implement adaptive landscape management strategies that build social, economic and ecological resilience. The project will address both rural and urban landscapes on the basis that collective action by civil society is required to achieve and maintain socio-ecological resilience.

The project is implemented in Fayoum, Upper Nile, Delta and Greater Cairo Landscapes, however it has been implemented in specific governorates within each region (total of 10 governorates in 4 Landscapes). The

project is implemented in landscapes where community-based projects interact and aggregate to build resilience of ecosystem processes and services over time in a defined geographic area. This also allows a focused investment of resources, gives opportunities to communities to engage with one another with coordinated goals, and allows improved measurement of results and impacts.

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

GEF SGP OP6 project is based on two Components:
Component 1:Resilient rural landscapes for sustainable development and global environmental protection
Component 2:Promote community-based integrated low-emission urban systemsKnowledge

There are 32 ongoing projects in the targeted rural and urban landscapes, in addition to the 3 projects satisfactorily completed so far. Thus, 35 projects in total, with 100% commitment of OP6 grant allocation with the aim of enabling community organizations in Egypt to take collective action for adaptive landscape (45,000 hectares) management for socio-ecological resilience through design, implementation and evaluation of grant projects for global environmental benefits and sustainable development.

The United Nations Office for Project Services (UNOPS) is the Implementing Partner for this project. The 4-year project (expected operational closure April 23rd, 2022) is executed under National Host Institution modality by the Arab Office for Youth and Environment (AOYE). AOYE is responsible for the day-to-day management and implementation of project activities with the support of a full time Country Program Manager (CPM) and Program Assistant, and under the leadership of the National Steering Committee (NSC).

In Egypt, from 3 January 2020 to 24 September 2021, there have been 298,988 confirmed cases of COVID-19 with 17,043 deaths, reported to WHO. As of 16 September 2021, a total of 12,964,351 vaccine doses have been administered.

According to the January 2021 Country Report (No. 21/7) issued by the International Monetary Fund (IMF), The economic growth impact of the COVID-19 crisis has so far been less severe than expected, as strong consumption helped offset weak tourism and investment. Measures taken to address the health and social needs and support the sectors most directly affected by the crisis appear to have helped mitigate the impact of the shock caused by the pandemic.

The external environment remains fragile, however, with considerable risks to the outlook. With the growing numbers of countries experiencing a second wave of the pandemic, risks arise from a more prolonged standstill in tourism. The services sector, including tourism, represents more than 50% of the Egyptian GDP and employs nearly half of the population.

COVID-19 pandemic created challenges for the implementation of the project, i.e., associated with activities involving physical stakeholder workshops, delivering training in the field, convening community meetings, etc. The project instituted adaptive management as needed to reduce the risks of community spread. For example, meetings were held remotely using virtual platforms as much as possible, health hazard assessments were required for gatherings of multiple people, and mitigation measures were implemented, e.g., ensuring physical distancing, providing personal protective equipment, avoiding non-essential travel, delivering trainings on risks and recognition of symptoms, etc.

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

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP Country Office in Egypt.

The Commissioning Unit will contract the consultants 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.

Due to the COVID-19, the Commissioning Unit and Project Team will support the implementation of remote/virtual meetings. An updated stakeholder list with contact details (phone and email) will be provided by the Commissioning Unit to the TE team.

2. Purpose and Scope of Assignment

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

The evaluation should include and analyze best practices, specific lessons learned, and recommendations on the strategies to be used and how to implement them. Results of this Terminal Evaluation will be used by key stakeholders (such as GEF, UNDP, grantee partners, government, local governments, etc.) to be replicated by other projects or by other countries, improving their implementation in future programs.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, GEF SGP project team, UNDP GEF Technical Adviser (Upgraded Country Programmes Global Coordinator (UCP GC) and key stakeholders and grantees.

Evaluation Terminal will conduct an evaluation for program implementation from May 2018 to December 2021.

The evaluation will mainly focus on assessing the relevance, effectiveness, efficiency, results, impact, coordination and sustainability of GEF SGP Egypt project efforts and will be applied to all two components of the project. The following are guiding questions within the framework of the evaluation criterions (to be reviewed/elaborated in the evaluation inception report).

Relevance

- Is the project relevant to the GEF Focal Area objectives?
- Is the project relevant to the GEF biodiversity focal area and other relevant focal areas?
- Is the project relevant to Egypt's environment and sustainable development objectives?
- Is the project addressing the needs of target beneficiaries at the local and national levels?
- Is the project internally coherent in its design?
- How is the project relevant with respect to other donor-supported activities?
- Does the project provide relevant lessons and experiences for other similar projects in the future?

- Is the GEF SGP project's theory of change clearly articulated?
- How did the GEF SGP Project contribute towards and advance gender equality aspirations of the Government of Egypt?
- How well does the GEF SGP project react to changing work environments and how well is the design able to adjust to changing external circumstances?

Effectiveness & Results

- Has the project been effective in achieving the expected outcomes and objectives?
- How is risk and risk mitigation being managed?
- What lessons can be drawn regarding effectiveness for other similar projects in the future?

Efficiency

- Was adaptive management used or needed to ensure efficient resource use?
- Did the project's logical framework and work plan and any changes made to them be used as management tools during implementation?
- Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information?
- Were progress reports produced accurately, timely and responded to reporting requirements including adaptive management changes?
- Was project implementation as cost effective as originally proposed (planned vs. actual)
- Did the leveraging of funds (co-financing) happen as planned?
- Were financial resources utilized efficiently? Could financial resources have been used more efficiently?
- How was results-based management used during project implementation?
- To what extent partnerships/linkages between institutions/ organizations were encouraged and supported?
- Which partnerships/linkages were facilitated?
- What was the level of efficiency of cooperation and collaboration arrangements?
- Which methods were successful or not and why?
- Did the project efficiently utilize local capacity in implementation?
- What lessons can be drawn regarding efficiency for other similar projects in the future?

Coordination

- To what extent the project adopted a coordinated and participatory approach in mainstreaming gender into policies and programs?
- To what extent the project was effective in coordinating its activities with relevant development partners, donors, CSO, NGOs and academic institutions?

Sustainability

- Were sustainability issues integrated into the design and implementation of the project?
- Did the project adequately address financial and economic sustainability issues?
- Are the recurrent costs after project completion sustainable?
- What are the main institutions/organizations in the country that will take the project efforts forward after

project ends and what is the budget they have assigned to this?

- Were the results of efforts made during the project implementation period well assimilated by organizations and their internal systems and procedures?
- Is there evidence that project partners will continue their activities beyond project support?
- What degree is there of local ownership of initiatives and results?
- Were laws, policies and frameworks addressed through the project, in order to address sustainability of key initiatives and reforms?
- What is the level of political commitment to build on the results of the project?
- Are there policies or practices in place that create perverse incentives that would negatively affect long-term benefits?
- Are there adequate incentives to ensure sustained benefits achieved through the project?
- Are there risks to the environmental benefits that were created or that are expected to occur?
- Are there long-term environmental threats that have not been addressed by the project?
- Have any new environmental threats emerged in the project's lifetime?
- Is the capacity in place at the regional, national and local levels adequate to ensure sustainability of the results achieved to date?
- Is there potential to scale up or replicate project activities?
- Did the project's Exit Strategy actively promote replication?
- Which areas/arrangements under the project show the strongest potential for lasting long-term results?
- What are the key challenges and obstacles to the sustainability of results of the project initiatives that must be directly and quickly addressed?

Gender equality and women's empowerment

- What factors contribute or influence GEF SGP Egypt project's ability to positively contribute to policy change from a gender perspective and women's economic empowerment.

The TE report will comprise a clear explanation of the methodology used, adequately address cross cutting areas including gender and human rights and include logical and well-articulated conclusions based on the findings which are linked to and supported by evidence. The TE will adhere to evaluation standards of integrity, accountability, transparency, and objectivity.

The TE will occur during the last months of project activities, allowing the TE team to proceed while the Project Team is still in place, yet ensuring the project is close enough to completion for the evaluation team reach conclusions on key aspects such as project sustainability.

3. Monitoring and Progress Controls

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

The TE team will review all relevant resources 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 Advisors, 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 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 2-3 landscapes. If the COVID19 pandemic travel restrictions are still ongoing, then the TE mission for the international consultant may not be possible due to the Covid-19 situation in Egypt, however the National Consultant can conduct those visits. Additionally, virtual tools will be used to conduct the interviews.

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

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the TE team.
If the COVID19 pandemic travel restrictions are still ongoing, then the Terminal Evaluation might be conducted using questionnaires, and virtual interviews, but the evaluation team should be able to revise the approach in consultation with the evaluation manager and the key stakeholders. These changes in approach should be agreed and reflected clearly in the TE Inception Report. The national consultant will have to play an important role in the conduct of the evaluation and will therefore, perform additional responsibilities. The main responsibilities of the national expert which will be further elaborated in the National Consultant TOR. The TE team has the flexibility to determine the best methods and tools to collect and analyze data. The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP stakeholders and the TE team.
The final TE report should 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.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country has been restricted since March 2020 and travel in the country is also restricted. If it is not possible to travel to or within the country for the TE mission then the TE team should develop a methodology that takes this into account the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

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 governments and national counterparts may be working from home. These 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 (skype, 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.

A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the TE schedule. Equally, qualified and independent national consultants can be hired to undertake the TE and interviews in country as long as it is safe to do so.

The TE will assess project performance against expectations set out in the project's Logistical 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 *(link)*.

The Findings Section of the TE Report will cover the topics listed below.
A full outline of the TE report's content is provided in ToR Annex C.
The asterisk "(*)" indicates criteria for which a rating is required.

Findings
i.   Project Design/Formulation

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

ii. Project Implementation

● Adaptive management (changes to the project design and project outputs during implementation)
● Actual stakeholder participation and partnership arrangements
● Project Finance and Co-finance
● Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
● Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
● Risk Management, including Social and Environmental Standards (Safeguards)

iii. Project Results

● Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
● Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
● Sustainability: financial (*)   , socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
● 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 Project Management Support - Advisor will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best 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 Project Management Support - Advisor 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 in the ToR Annex.

The total duration of the TE will be approximately 32 *working days* over a time period of *12 weeks* starting 27 October*2021*. The tentative TE timeframe is as follows:

Timeframe	Activity
27--31 October 2021	Preparation period for Project Management Support - Advisor (handover of documentation)
01-03 November 2021	Document review and preparation of TE Inception Report
03 November 2021	Finalization and Validation of TE Inception Report- latest start of the TE mission
03 November - 25 November 2021	Stakeholder meetings, interviews, etc.
30 November 2021	Wrap-up meeting & presentation of initial findings;
1 - 6 December2021	Preparation of draft TE report
7 December 2021	Circulation of draft TE report for comments

27 December 2021 - 3 January 2022	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
7 December2021 - 10 January 2022	Preparation and Issuance of Management Response
10 January 2022	Expected date of full TE completion

TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	Project Management Support - Advisor clarifies objectives, methodology and timing of the TE	*03 November 2021*	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	30 November 2021	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	7 December 2021	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
4	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report *(See template in ToR Annex H)*	10 January 2022	TE team submits both documents to the Commissioning Unit

*The final TE report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

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.[1]

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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[1] Access at: http://web.undp.org/evaluation/guideline/section-6.shtml

Criteria for issuing the final payment of 40%

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

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.

4. Qualifications and Experience

The consultant cannot have participated in the project preparation, formulation and/or implementation (including the writing of the Project Document and should not have a conflict of interest with project's related activities.

a. Education

- Master's degree in the areas of environment,sustainable development, and community-based development or other closely related field

b. Work Experience

- Minimum 7 years' experience in environmental management, sustainable development or a related field;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Experience with adaptive management, as applied to biodiversity, climate change, and land degradation is desirable;
- Experience in evaluating projects is highly desirable;
- Experience working in Arab states is highly desirable;
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- Project evaluation/review experience within United Nations system will be considered an asset;
- Experience with implementing evaluations remotely will be considered an asset;
- Experience with the GEF Small Grants Programme will be considered an asset
- Experience with results-based monitoring and evaluation methodologies is desirable
- Experience with issues related to Gender and Biodiversity Conservation, Climate Change and Land Degradation is an asset

c. Language
- Fluency in English, spoken and written

c. Key Competencies

Develops and implements sustainable business strategies, thinks long term and externally in order to positively shape the organization. Anticipates and perceives the impact and implications of future decisions and activities on other parts of the organization.

Treats all individuals with respect; responds sensitively to differences and encourages others to do the same. Upholds organizational and ethical norms. Maintains high standards of trustworthiness. Role model for diversity and inclusion.

Acts as a positive role model contributing to the team spirit. Collaborates and supports the development of others. **For people managers only:** Acts as positive leadership role model, motivates, directs and inspires others to succeed, utilising appropriate leadership styles

Demonstrates understanding of the impact of own role on all partners and always puts the end beneficiary first. Builds and maintains strong external relationships and is a competent partner for others (if relevant to the role).

Efficiently establishes an appropriate course of action for self and/or others to accomplish a goal. Actions lead to total task accomplishment through concern for quality in all areas. Sees opportunities and takes the initiative to act on them. Understands that responsible use of resources maximizes our impact on our beneficiaries.

Open to change and flexible in a fast paced environment. Effectively adapts own approach to suit changing circumstances or requirements. Reflects on experiences and modifies own behaviour. Performance is consistent, even under pressure. Always pursues continuous improvements.

Evaluates data and courses of action to reach logical, pragmatic decisions. Takes an unbiased, rational approach with calculated risks. Applies innovation and creativity to problem-solving.

Expresses ideas or facts in a clear, concise and open manner. Communication indicates a consideration for the feelings and needs of others. Actively listens and proactively shares knowledge. Handles conflict effectively, by overcoming differences of opinion and finding common ground.

Project Authority (Name/Title): Kirk Bayabos Head of Cluster		Contract holder (Name/Title):	
Signature	Date	Signature	Date