

Terminal Evaluation Terms of Reference (ToR) for UNDP-supported GEF-financed project “Expansion and Strengthening of Angola’s Protected Area system”

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 *Expansion and Strengthening of Angola’s Protected Area system* (PIMS#4464) implemented through the *Ministry of Culture, Tourism and Environment (MCTA) – National Institute for Biodiversity and Conservation (INBC)*. The Expansion project started on the *May 18th, 2016* and is in its *6th* year of implementation, after getting a non-cost extension of eighteen (18) months. The TE process must follow the guidance outlined in the document ‘Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’ ([Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects](#)).

2. Project Background and Context

The Project was designed to focus its investments on the terrestrial network of protected areas, in direct response to the immediate threats to their ecological integrity. The GEF funding is being directed at two levels of support: at the PA system’s level and at the level of individual sites. The Angolan system of protected areas had two main weaknesses, which the project managed to address to some extent; namely: i) limited bio-geographic representation—with several terrestrial ecosystems under-represented in the terrestrial PA network; and ii) constituent PAs in the system with sub-optimal management effectiveness and not effectively mitigating the threats to ecosystems, flora and fauna. Therefore, the project was designed to address both sets of weaknesses simultaneously. The project interventions are contributing directly to the improvement of ecosystem representation in the PA system, as well as contributing to strengthening PA management operations at key sites. Both sets of interventions were of paramount importance to address threats to Angola’s biodiversity. Hence the selected approach that looked at investments at the system’s level, to strengthen the institutional foundations and financing framework for PA management. As a result, during the project implementation period, the financial sustainability scorecard improved by 7%, moving from 3% (at project baseline stage) to 10% (past 3 reporting years). The project contributed to the rehabilitation of 3 PAs and is progressing on establishment of 3 new PAs (as per project targets), with additional 2 new PAs. Project interventions also included development of a financial sustainability plan for the PA system in Angola, diversification of livelihoods opportunities of communities living in the buffer zone, among others.

The total budget of the GEF contribution is USD 5.8 million, with total co-finance of USD 16.19 million from UNDP Regular Resources (USD 0.50 million), Government of Angola through MCTA (USD 15.0

million) and other partners managed resources from bilateral donors and other sources (USD 0.69 million).

The project is due to close operationally on November 18, 2022. The project faced some challenges related to the Covid-19 Pandemic and the Angolan Government restructuring process due to the economic and financial crisis facing the country, as well as recurring changes of the Minister for the main IP (4 Ministers in 4 years). The project benefited from 18 months extension, following recommendations from the MTR, which provided reasonable time to consolidate on the initial results.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects. The objectives of the evaluation are to assess the achievement of project results, and aid in the overall enhancement of UNDP programming in Angola.

As of 18 July 2022, Angola reported a total of 99,194 of confirmed COVID cases, of which 97,149 are fully recovered. The country registered 1,900 deaths due to COVID. The country exercised smart sanitary fencing in areas where there was increased number of reported cases (particularly for the capital city – Luanda). Travelers moving from Luanda to the provinces were required to undergo mandatory COVID testing. The flights are open for some airline companies with limited weekly flights (increasing as the situation improves). The pandemic affected negatively some of the project activities as a result of limited travels in-country and internationally for 1 year and 9 months.

3. TE Purpose

The overall objective of TE is to review the achievements made to deliver the specified objectives and outcomes of the project titled *Expansion and Strengthening of Angola's Protected Area system* (PIMS# 4564) which is scheduled to end in November 2022. The TE will also establish the effectiveness, efficiency, relevance, performance and success of the project, including the sustainability of results and the project exit strategies. The TE will draw and analyze lessons learned through the project and best practices pertaining to the strategies employed, and implementation arrangements, which may be utilized to inform future programmes.

To achieve the objectives of TE described above, the TE evaluator 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, and any other materials that the consultant considers useful for this evidence-based review), and summarize assessment methodologies, results, and recommendations in a report. The TE report should promote accountability and transparency and assess the extent of project accomplishments.

4. TE Approach & Methodology

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

The TE team (composed by an International and a Local Consultants) 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 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: Ministry of Culture, Tourism and Environment (MCTA) – National Institute for Biodiversity and Conservation (INBC); Ministry of Planning and Economy (MEP); Ministry of Finance (MINFIN); Ministry of Agriculture and Fisheries (MINAGRIP); Ministry of Public Works and Territorial Planning (MINOPOT); Ministry of State Administration (MAT); Ministry of Interior (MININT); Ministry of Defense and State Veterans (MINDENV); Provincial Governments; and Municipal Governments; project beneficiaries, academia, and CSOs, etc. Additionally, the TE team is expected to conduct field missions to the three (3) newly created protected areas and three (3) old protected areas where project activities were implemented, namely: i) *Floresta da Kumbira*, ii) *Serra do Pingano*, iii) *Morro do Moco*, iv) Bicular National Park, v) Quiçama National Park, and vi) Cangandala National Park.

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. After 1 year and 9 months with restricted measures in combating COVID-19, the Government of Angola declared the end of the Public Calamity situation from 16th of May 2022. However, international travelers are required to have a vaccination card, PCR Test (before departure) and a Rapid Test is conducted on arrival in Luanda. 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, by conducting 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 should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, MCTA, stakeholders and the TE team. Taking advantage of an in-country local consultant, alternately the local consultant can conduct field missions and work closely with the team leader (international consultant) for necessary guidance on the consultations.

If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be facing

connectivity challenges with poor/limited network, particularly in the PAs. 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 (using MS Teams, Zoom, Skype, etc.).

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.

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.

5. Detailed Scope of the TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework. The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects ([Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects](#)).

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 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

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

iv. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.

- The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the 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 include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown in the ToR Annex D.

6. TE Deliverables

The TE *team* shall prepare and submit:

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: <i>by August 19, 2022</i>	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: <i>by October 03, 2022</i>	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report (<i>using guidelines on report content in ToR Annex C</i>) with annexes	Within 3 weeks of end of TE mission: <i>by October 10, 2022</i>	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (<i>See template in ToR Annex H</i>)	Within 1 week of receiving comments on draft report: <i>by November 07, 2022</i>	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. The TE team must have proficiency (read and speak) in Portuguese language.

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

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 Angola Country Office. The Monitoring and Evaluation Focal Point (RBM and Communications Programme Analyst) will be the Evaluation Manager and provide overall coordination and management of the TE process, including procurement and contracting on behalf of the commissioning unit. The Environment and Disaster Risk Reduction Team Leader will provide overall support to the TE process. Introductory virtual meetings within the Country Office and the Deputy Resident Representative will be organized to establish initial contacts with partners and project staff. The Country Office will support the implementation of in-person (if possible) and/or remote/ virtual meetings. An updated stakeholders list with contact details (phone and email) will be provided by the Country Office to the evaluation team.

The consultant (with support from the Project Management Unit) will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report.

The Evaluation Manager will develop a management response to the evaluation within two weeks of report finalization. Also, will convene an Advisory Panel comprising of technical experts to enhance the quality of the evaluation.

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 interviews with senior government officials, arrange interviews with project beneficiaries, set up stakeholder interviews, and arrange field visits.

8. Timeframe

The total duration of the TE will be approximately *30 working days* over a time period of *15 weeks* starting *August 12, 2022*. The tentative TE timeframe is as follows:

Timeframe	Activity
(July 29, 2022)	Application closes

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

Timeframe	Activity
<i>(August 05, 2022)</i>	Selection of TE team
<i>(August 12, 2022)</i>	Preparation period for TE team (handover of documentation)
<i>(August 19, 2022) 03 days</i>	Document review and preparation of TE Inception Report
<i>(August 26, 2022) 02 days</i>	Finalization and Validation of TE Inception Report; latest start of TE mission
<i>(September 30, 2022) 15 days</i>	TE mission: stakeholder meetings, interviews, field visits, etc.
<i>(October 03, 2022)</i>	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
<i>(October 10, 2022) 05 days</i>	Preparation of draft TE report
<i>(October 20, 2022)</i>	Circulation of draft TE report for comments
<i>(October 25, 2022) 02 days</i>	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
<i>(October 28, 2022)</i>	Preparation & Issue of Management Response
<i>(October 31, 2022)</i>	Concluding Stakeholder Workshop (optional)
<i>(November 07, 2022)</i>	Expected date of full TE completion

The expected start date of contract is *August 10, 2022*.

9. Duty Station

This evaluation will be coordinated from Luanda, Angola. In principle the team leader (international consultant) will conduct the evaluation remotely with possibly of one in-country mission, while the local consultant is expected to support with in country interviews, field missions and data/information gathering.

Travel:

- Local travel will be required to *the project sites* 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/>

10. TE Team Composition

A team of *two independent evaluators* will conduct the TE – *one Team Leader (with experience and exposure to projects and evaluations in other regions) and one Team Expert, locally based in Angola*. The Team Leader will be responsible for the overall design and writing of the TE report, revision of the project tracking tools, preparation of evaluation audit trail, etc. The Team Expert will assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Team in developing the TE itinerary, preparation of interviews, conduct field visits, etc.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

The selection of evaluators will be aimed at maximizing the overall "team" qualities in the following areas: *sound knowledge of protected areas management and or natural resources management, extensive experience in evaluation for GEF projects, knowledge of country or regional context, and robust result-based management.*

11. Required Qualifications

Team Leader (International Consultant)

Education

- Master's degree in *Natural Resources Management, Ecology, Environmental Sciences, Biology* or other closely related field;

Experience

- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to Ecosystems and *Biodiversity*;
- Experience in evaluating projects;
- Experience working in *SADC region and preferable Lusophony African Countries*;
- Experience in relevant technical areas for at least *10 years*;
- Demonstrated understanding of issues related to gender and *Ecosystems and Biodiversity*; experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset;
- *Experience with implementing evaluations remotely will be considered an asset.*

Language

- Fluency in written and spoken of English and Portuguese.

Team Expert (Local Consultant)

Education

- Master's degree in *Natural Resources Management, Ecology, Protected Areas Management, Environmental Sciences, Biology, Economics* or other closely related field;

Experience

- Relevant experience with results-based management evaluation methodologies;
- Experience applying assessing emerging trends in the economy and corresponding political framework;
- Experience working in *Angola particularly with Biodiversity Conservation, Ecology, Protected Areas Management projects*;
- Excellent understanding of Angolan Protected Areas Systems and its management dynamics;
- Experience in relevant technical areas for at least *5 years*;
- Demonstrated understanding of issues related to gender and *Ecosystems and Biodiversity*;
- Excellent communication skills;
- Demonstrable analytical skills;
- Experience in conducting stakeholders consultations;
- Experience in evaluating projects will be considered an asset.

Language

Fluency in written and spoken of English and Portuguese.

12. 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.

13. Payment Schedule

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

Criteria for issuing the final payment of 40%

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

14. 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.)
- For duty travels, the UN’s Daily Subsistence Allowance (DSA) rates are for Angola (various locations – mostly elsewhere in remote areas at PAs sites), which should provide indication of the cost of living in a duty station/destination (*Note: Individuals on this contract are not UN staff and are therefore not entitled to DSAs. All living allowances required to perform the demands of the ToR must be incorporated in the financial proposal, whether the fees are expressed as daily fees or lump sum amount.*)
- The lump sum is fixed regardless of changes in the cost components.

15. Recommended Presentation of Proposal

- a) **Letter of Confirmation of Interest and Availability** using the [template](#) provided by UNDP;
- b) **CV** and a **Personal History Form** ([P11 form](#));
- 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 indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted by email at the following address ONLY: (claudia.fernandes@undp.org) by July 29, 2022. Incomplete applications will be excluded from further consideration.

16. 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.

17. Annexes to the TE ToR

Annexes to the TE ToR will be shared only with the shortlisted candidates. These includes:

- 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