

“Conservation-oriented management of forests and wetlands to achieve multiple benefits”

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**GEF financed UNDP Project “Conservation-oriented management of forests and wetlands to achieve multiple benefits”**

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**Terminal Evaluation  
Team Leader  
Terms of Reference**

International Consultant on Terminal Evaluation of the GEF financed UNDP Project “Conservation-oriented management of forests and wetlands to achieve multiple benefits”

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Programme: GEF Project: “Conservation-oriented management of forests and wetlands to achieve multiple benefits”, (PIMS No 5495)

Reporting to: M&E Officer, UNDP Belarus

Duty Station: Home based (telecommunicating modality)

Type of contract: Individual Contract (IC) or Reimbursable Loan Agreement (RLA)

Duration: approximately 20 working days

Dates: 3<sup>rd</sup> June 2022 – 1<sup>st</sup> September 2022

## **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 expectation for the TE of the full-sized project titled “Conservation-oriented management of forests and wetlands to achieve multiple benefits” (PIMS #5495) implemented through the Ministry of Natural Resources and Environmental Protection of Belarus (Ministry of Environment), which is to be undertaken in June - August 2022. The project officially registered in the Republic of Belarus on 2 November 2017 and is in its fifth year of implementation. The TE process must follow the guidance outlines in the document “Guidance for Conducting Terminal Evaluation 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)).

## 2. PROJECT BACKGROUND INFORMATION

Belarus' forest and wetland ecosystems are of global significance for the unique biodiversity they harbor and the conservation of these ecosystems is important to realize a significant reduction of the current rate of biodiversity loss at the global, regional and national levels. Belarus has 26 Ramsar Sites, three Biosphere Reserves and 51 Important Bird Areas. The forests and wetlands of Belarus are home to 25 species that are classified by IUCN as vulnerable and critically endangered. The project scenario introduces changes to management of forests and wetlands in and outside of key biodiversity areas with the objective of making it financially more sustainable and more efficient with respect to the conservation effect. The focus on both Key Biodiversity Areas (KBAs) and surrounding landscape is justified from the Aichi Target and ecosystem approach perspectives, recognizing that protection of natural capital only within PAs is not going to improve its status.

The Document of the Project "Conservation-oriented management of forests and wetlands to achieve multiple benefits" was signed by the last party on 4 August 2016. In view of the lengthy national procedure for the project approval by the Government and its registration by the Ministry of Economy of Belarus, the Project was approved by the resolution of the Council of Ministers of the Republic of Belarus as of 2 November 2017. The inception workshop held in February 2018. The mid-term review has been arranged in one year and four months after the inception report (June-July, 2020).

The total budget of the Project is 4,298,561 USD (GEF 4,263,561 USD and UNDP 35,000 USD) with co-financing in 14,195,000 USD.

The mid-term review of the project was completed in July 2020. Its main conclusion was that the project was on track in terms of delivery rate and successful in preparing reports, documents, and plans, fully relevant; it is part of a much larger approach to improve the conservation and management of peatlands in Belarus, and the second half of the project should focus on improving the financial sustainability of the tested new approaches in managing lowland wetland ecosystems and monitoring the effectiveness of project interventions.

COVID-19 and social-political crises impacted the projects' outputs.

Due to COVID-19 several activities within the Project have been delayed (difficulties with approval of permission documents caused by isolation period in some organizations issuing permits for works; delays with supplying import

materials, illness of personal; restriction rules for resources supplying organization) especially in public relations.

### **3. OBJECTIVES OF THE TERMINAL EVALUATION**

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 could also include the aspects of the pilot cities' responses to COVID-19 and the impact of the pandemic on the way of implementing green urban development activities.

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

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

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

The TE 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 Project Review/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 virtual interviews and field mission by the national evaluator 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, the Regional Technical Advisor (RTA), direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders, including but not limited to executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Boards, project beneficiaries, academia, local authorities. Additionally, the TE team is expected to conduct field missions at least to the project pilot administrative districts (Bereza,

Drohichin in Brest region, Zhitkovichi in Gomel region, Volozhin in Minsk region and Oshmyany and Lida in Grodno region) *(it is expected that only national evaluator will visit pilot municipalities as the circumstances due to COVID-19 global pandemic permit).*

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

The final methodological approach including interviews 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 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 01/11/2020. 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.

As 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 government and national counterparts may be working from home. These limitations must be reflected in the final TE report.

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 4-day validation mission will be organized for national evaluator to the project pilot areas to verify on grounds projects intervention and results and to conduct necessary interviews as long as it is safe to do in current situation in Belarus.

## 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-finance 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)).

Team Leader holds overall responsibility for preparing a complete and objective report within the established time frame. He/she prioritizes the work, analyzes the information collected, and prepares deliverables for submission to the UNDP Country Office Programme Officer. In case of comments, suggestions from project partners, UNDP teams, he/she will ensure that the relevant changes are included in the final project evaluation report. \

The Finding 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 drivenness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis if Results Framework: project logic and strategy, indicators
- Assumption 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 Team Leader will prepare 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 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 the GEF financed UNDP Project "Belarus: Supporting Green Urban Development in Small and Medium-Sized Cities in Belarus"**

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

<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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Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

## 6. TIMEFRAME

The total duration of the assignment will be approximately 20 working days (home-based) over a time period of (2 months) starting on 1<sup>st</sup> June, 2022. The terminal evaluation is planned remotely with a mission to pilot municipalities only by national evaluator if the circumstances due to COVID-19 pandemic permit.

The tentative TE timeframe is as follows:

Options for site visits should be provided in the Inception Report.

TIMEFRAME	NUMBER of DAYS	ACTIVITY
10 May 2022	-	Application closes
03 June 2022	-	Selection of TE team
7 June 2022	-	Preparation period for TE team (handover of documentation)
15 June 2022	5	Document review and preparation of TE Inception Report
15 June 2022	2	Finalization and Validation of TE Inception Report
20 June – 28 June 2022	7	Virtual interviews with stakeholders ( <i>only national evaluator will visit pilot municipalities if the circumstances due to</i>



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		<i>COVID-19 pandemic permit and will submit reports to the International Evaluator)</i>
30 June 2022		Mission wrap-up meeting & presentation of initial findings
1 - 8 July 2022	4	Preparation of draft TE report
15 July 2022		Circulation of draft TE report for comments
25 July 2022	2	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
28 July 2022		Preparation and Issuance of Management Response
15 August 2022		Expected date of full TE completion

## 7. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	<b>TE Inception Report (Deliverable 1)</b>	Team leader clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the remote interviews with stakeholders: 15 June 2022	Team leader submits Inception Report to UNDP Belarus CO and project management
2	<b>Presentation (Deliverable 2)</b>	Initial Findings	End of remote interviews: 1 July 2022	Team leader submits Inception Report to UNDP Belarus CO and project management
3	<b>Draft TE Report (Deliverable 3)</b>	Full report ( <i>using guidelines on content outlined in ToR Annex C</i> ) with annexes	Within 2 weeks of the end of remote interviews: 15 July 2022	Team Leader submits to UNDP Belarus CO; reviewed by RTA, Project Coordinating Unit, GEF OFP
4	<b>Final TE Report* +</b>	Revised final report and TE Audit trail in	Within 1 week of receiving comments on	Team Leader submits both documents to the

	<b>Audit Trail (Deliverable 4)</b>	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> )	draft report: 15 August 2022	UNDP Belarus Country Office. Documents must be cleared Program officer for Environment.
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\*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.

## 8. 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 in Belarus.

The Commissioning Unit will hire a team for conducting TE. The team will consist of Team Leader (internationally hired) and National Evaluator (locally hired).

The Commissioning Unit will contract the evaluators and ensure the timely provision of all eligible payments under the TE. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, provide the stakeholder list with contact details (phone and email), support with implementation of remote/virtual meetings and visit of the National Evaluator to pilot municipalities.

## 9. 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 globally, International Evaluator) and one team expert from Belarus (National Evaluator). The terminal evaluation is planned remotely with a mission to pilot project areas only by national evaluator. The International Evaluator is designated as the team leader and will be responsible for preparation of the entire TE review and respective TE deliverables mentioned above in line with this ToR, with inputs from the project. The National Evaluator will provide assistance to the International Evaluator in line with a separate ToR focusing on collection of the baseline data, organizing and participation in the review mission to pilot regions,

providing relevant information about Belarus (economic, social, environmental, legal, etc.), data collection and summarizing of the main points from the project's reports, interviews and monitoring data of the implemented pilots, originally existing in Russian .

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project documents), 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 consultants will be aimed at maximizing the overall "team" qualities.

### **Qualifications for Team Leader:**

#### Functional Competencies:

- Working experience with biodiversity and ecosystems related projects, including those funded by the GEF confirmed by CV;
- Competence in adaptive management confirmed by at least 1 example of report using the adaptive management approach;

#### Education

- Master's degree in natural sciences, natural resource and environmental management, development studies, economics, or other closely related field;

#### Experience

- Relevant extensive (at least 7 years) experience in project evaluation in biodiversity, ecosystems, or natural resources management, including experience with biodiversity conservation and natural resource management projects in transition economies, confirmed by at least 3 examples of evaluated projects;
- Experience in GEF project evaluations within the past seven years confirmed by CV.
- Experience applying SMART indicators confirmed by CV.
- Experience of evaluation of international technical assistance projects in the Eastern Europe countries or CIS region in the past seven years;
- Demonstrated understanding of issues related to gender and natural resources, confirmed by at least one example of report.

- Excellent analytical skills in the area of biodiversity conservation, land degradation, mitigation climate change and/or other similar areas), confirmed by at least three examples of reports.
- Project evaluation/review experience within United Nations system, at least 1 project.
- Experience with implementing evaluations remotely.

#### Language

- Fluency in written and spoken English confirmed diploma, certificates, or other relevant documents.

### **10. EVALUATION ETHICS**

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

### **11. PAYMENT MODALITIES AND SPECIFICATIONS**

Payment is made upon satisfactory completion of the deliverables described below with written confirmation from (Project Manager and UNDP Belarus CO Programme Officer (Certificate of Payment) according to the following schedule:

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the UNDP Belarus Program officer for Environment. (finalization of Deliverable 1);
- 40% payment upon satisfactory delivery of the draft TE report to the UNDP Belarus Program officer for Environment. (finalization of Deliverable 2 and Deliverable 3);

- 40% payment upon satisfactory delivery of the final TE report and approval by the UNDP Belarus Program officer for Environment and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail (finalization of Deliverable 4).

Criteria for issuing the final payment of 40%<sup>2</sup> (Deliverable 4):

- 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.

Each of the installments shall be paid within 30 days after approval of corresponding deliverables according to the payment schedule.

## 12. 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
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail

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<sup>2</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)

**ToR Annex A: Project Logical/Results Framework**

Project Strategy	Objectively Verifiable Indicators	Baseline	Target (by project end)	Source of verification																						
Project Objective: To introduce a conservation-centered and financially self-sufficient approach to management of forests and wetlands that harbor internationally important biodiversity and are important for climate and land integrity	<p><b>Biodiversity:</b> Funding gap for management of targeted globally significant PAs -- Nalibokski, Sporovsky, Zvanets, Mid-Pripyat (Pogost meadow), Turov Lug, and Olmany Mires</p> <p>Protected area management effectiveness score -- METT applied at Nalibokski, Sporovsky, Zvanets, Mid-Pripyat (Pogost meadow), Turov Lug, Olmany Mires, Dikoe and Servech</p> <p><b>Sustainable Forest Management:</b> Area of high conservation value forest identified and maintained</p> <p><b>Land Degradation:</b> Application of INRM practices in wider landscapes</p> <p><b>Climate Change Mitigation:</b> Area under low GHG management practices with monitoring of low GHG impact undertaken</p>	Annual financing gap for optimal management scenario (operations): USD 135,506	Financing gap reduced by half	Annual project monitoring reports																						
		<table border="1"> <thead> <tr> <th>PA</th> <th>B/L METT</th> <th>Target METT</th> </tr> </thead> <tbody> <tr> <td>Nalibokski</td> <td>50</td> <td>85</td> </tr> <tr> <td>Zvanets</td> <td>49</td> <td>87</td> </tr> <tr> <td>Sporovsky</td> <td>53</td> <td>87</td> </tr> <tr> <td>Olmany</td> <td>43</td> <td>79</td> </tr> <tr> <td>Servech</td> <td>24</td> <td>73</td> </tr> <tr> <td>Turov</td> <td>37</td> <td>84</td> </tr> </tbody> </table>			PA	B/L METT	Target METT	Nalibokski	50	85	Zvanets	49	87	Sporovsky	53	87	Olmany	43	79	Servech	24	73	Turov	37	84	
		PA			B/L METT	Target METT																				
		Nalibokski			50	85																				
Zvanets	49	87																								
Sporovsky	53	87																								
Olmany	43	79																								
Servech	24	73																								
Turov	37	84																								
50,000 ha	200,000 ha																									
0	12,456 ha (5 forested peatland pilots)																									
0	415,385 ha <sup>3</sup>																									
Outcome I: Improved financial sustainability and management	Number of business organizations involved in sustainable habitat management at target PAs (Zvanets,	No business organizations involved in management of target PAs	At least one business organization profitably involved at each target PA	Reports of business organizations on their activities within PAs																						

<sup>3</sup> This includes: 150,000 ha of HCVF, 260,000 ha of forested peatlands, 1,025 ha of open peatland, 560 ha improved grassland management, 3,800 ha where biomass production replaces fossil fuels.

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Project Strategy	Objectively Verifiable Indicators	Baseline	Target (by project end)	Source of verification	
effectiveness of protected forest and wetland biotopes harboring globally important biodiversity	Sporovsky, Mid-Pripyat, Turov Meadows) that is profitable for them				
	Representation of women in sustainable use activities associated with business plans developed under Outcome 1	0%	50%	Reports of business organizations on their activities within PAs	
	Area of natural, highly productive foraging grounds within the living territory of the European bison's micro population in the Nalibokski Reserve (50,000 ha)	Not more than 100 ha	More than 300 ha	Implementation reports of the engineering project	
	Spatial distribution of bison throughout the micro population's living area	During late autumn and early spring bison feed mainly on adjacent agricultural lands	Bison forage in this area (mosaic meadows) during the most important period of the year (late autumn, early spring)	Data collected by monitoring studies throughout the year using camera traps, etc.	
	Area of open sedge mires where sustainable resource use and vegetation management is practiced	Sporovsky 500 ha Zvanets 100 ha	Sporovsky 3,000 ha Zvanets 4,500 ha	Reports on monitoring of vegetation	
	Dynamics of water level throughout the year	Unstable water level (30-50 cm above or 30 cm below ground level) during May-July Water mineralization is from 300 to 450 mg/l	Optimal water level – 5-20 cm above ground level during May-July Water mineralization is from 150 to 300 mg/l	Reports on monitoring of water levels at pilot sites	
	Population size of indicator species in Zvanets and Sporovsky Reserves	<b>Sporovsky Reserve</b>			Reports on monitoring of bird species' populations
		Species	B/L pop. size	Target	
Aquatic warbler		500-700 males	900		
Greater spotted eagle		1-2 pairs	4		
<b>Zvanets Reserve</b>					

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Project Strategy	Objectively Verifiable Indicators	Baseline	Target (by project end)	Source of verification	
		Aquatic warbler	2,100-4,400 males	5,000	
		Greater spotted eagle	0-2 pairs	4	
		Curlew	0-4 pairs	15	
	Area of open, sustainably used meadows at Turov and Pogost Meadows	Turov Meadow 100 ha Pogost 0 ha	Turov Meadow 380 ha Pogost 150 ha	Results of monitoring of biotopes' ratio, vegetation	
	Population size of species during spring migration (Widgeon, Ruff, Black-tailed godwit)	<b>Turov Meadow</b>			Results of monitoring bird populations during migrations
		Species	B/L pop. size	Target	
		Widgeon	10,000-20,000	50,000	
		Ruff	10,000-30,000	40,000	
		Black-tailed godwit	3,000	10,000	
		<b>Pogost Meadow</b>			
Widgeon		100	10,000		
Ruff		0	10,000		
Black-tailed godwit		0	500		
Population size of nesting indicator bird species (Great snipe, Black-tailed godwit, Terek sandpiper, Redshank)	<b>Turov Meadow</b>			Results of monitoring bird populations during breeding	
	Species	B/L pop. size	Target		
	Great snipe	100 males	150		
	Black-tailed godwit	30 pairs	80		
	Terek sandpiper	5 pairs	20		
	Redshank	120 pairs	200		
	<b>Pogost Meadow</b>				
	Great snipe	0 males	20		
	Black-tailed godwit	0 pairs	5		



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Project Strategy	Objectively Verifiable Indicators	Baseline		Target (by project end)		Source of verification
		Terek sandpiper	0 pairs	2		
		Redshank	2 pairs	10		
	Numbers of organized tourists in the PAs	PA	B/L tourist nos.	Target		Reports of PA Management Agencies on the tourism activity
		Nalibokski	250	2,500		
		Sporovsky	4,500	5,500		
Turov Meadow		340	2,500			
Outcome II: Sustainable forest and wetland ecosystem management in buffer zones and economic landscapes adjacent to protected areas	Area of forest biotopes transferred to the protection category	3,000 ha of forest lands with rare biotopes are transferred into protection		150,000 ha of forest lands with rare biotopes are transferred into protection		Passports of biotopes' transfer into protection
	Number of Forestries that envisage forestry management plans in line with sustainable use of protected biotopes	3 forestry enterprises		10 forestry enterprises		Forestry Management Plans
	Number of employees of the Ministry of Forestry trained in the sustainable use of protected biotopes	Employees of the Ministry of Forestry do not have experience in sustainable use of rare biotopes needing special protection		At least 50 employees of the Ministry of Forestry trained		Training evaluations, workshop reports
	Official policy and document on future use of forest hydro amelioration systems	Due to the lack of data for evaluation of the current state of forest hydro amelioration systems, there is no coordinated policy on their further use		Proposals on ways of further use of forest hydro ameliorative systems (260,000 ha) are developed and encapsulated in a Sectoral document of the Ministry of Forestry		Sectoral document titled "The Scheme of Distribution of Forest Hydro Amelioration Systems according to Their Use"
Outcome III: Increased experience and knowledge of innovative biotechnological measures for eliminating the most	Area of territory with associations of sedge mires	Dikoe 250 ha Servech 200 ha		Dikoe 1,250 ha Servech 570 ha		Reports on monitoring of vegetation associations
	Population size of globally threatened species: Aquatic warbler, Greater spotted eagle, Curlew, Great snipe.	Dikoe				Reports on monitoring of bird populations
		Species	B/L pop. size	Target		
		Aquatic warbler	150-200 males	250		

## "Conservation-oriented management of forests and wetlands to achieve multiple benefits"

Project Strategy	Objectively Verifiable Indicators	Baseline	Target (by project end)	Source of verification	
significant threats to globally important species, and monitoring of their populations.		Greater spotted eagle	4-5 pairs	4-5 <sup>4</sup>	
		Servech			
		Aquatic warbler	31-38 males	90	
		Curlew	0-2 pairs	3-4	
		Great snipe	21-30 males	30-40	
	Area of restored sedge fen mires	There is only one sedge fen mire in the Grodno Region - the "Svisloch" mire – with an area of 200 ha	Sedge fen mire Dokudovskoe with an area of 1,200 ha is restored (located in northwest Belarus); offers potential key habitats for globally threatened aquatic warbler, greater spotted eagle.	Report on implementation of the construction project on ecological rehabilitation of Dokudovskoe	
	Area of vegetation associations on restored mire	Sedge communities on the peatland Dokudovskoe (1,200 ha) occupy no more than 20 ha	Sedge communities on peatland Dokudovskoe occupy at least 700 ha	Data on monitoring of vegetation communities	
Greenhouse gas emissions at following pilot sites: 12,456 ha of forest peatland; 1,025 ha of open peatlands	Carbon dioxide emissions are about 10-20 tons per ha per year	Carbon dioxide emissions are about 0 tons per ha per year	Data on monitoring of greenhouse gas emissions		
Number of genetically valuable bison transferred from different micro populations in Belarus and Poland to Nalibokski to increase diversity	0	5	Data from genetic research studies		
Number of genetic passports issued for the Nalibokski micro population of the European bison	0	8	Data from genetic research studies		

<sup>4</sup> The objective is to stabilize the condition for this species. Without the project activities, the number of eagles will decline quickly.

## "Conservation-oriented management of forests and wetlands to achieve multiple benefits"

Project Strategy	Objectively Verifiable Indicators	Baseline	Target (by project end)	Source of verification
	Population dynamics of the Aquatic warbler in the Zuvintas Reserve (Lithuania)	Population size of the aquatic warbler at the restored potential key habitat Zuvintas is 2-7 males	Population size increases to at least 30 males (through translocation) and further population growth is registered	Reports on monitoring of bird species populations
	Number of breeding pairs of greater spotted eagle in Olmany Mires	18-20 pairs	Stabilized at 20-25 pairs	Reports on monitoring of the population of greater spotted eagle in Olmany Mires
	Breeding success	30%	40-50	
	Number of secure nesting sites	Lack of secure places for nesting	At least 20 artificial nests are established on plots where greater spotted eagles nest	
	Action plan on conservation of 13 invertebrates and 5 molluscs with EN and VU status based on scientific knowledge of size and distribution (including <i>Dolomedes plantarius</i> , <i>Dytiscus latissimus</i> , <i>Graphoderus bilineatus</i> , <i>Cerambyx cerdo</i> , <i>Lycaena helle</i> , <i>Lopinga achine</i> , <i>Euphydryas maturna</i> , <i>Phyllodesma ilicifolia</i> , <i>Unio crassus</i> , <i>Pseudanodonta complanata</i> )	Lack of data prevents actions for their effective protection	Collected data on the state of populations of these species leads to the development of an Action Plan on conservation of these poorly known species	Report on the state and distribution of species and on protection measures

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

1. Project Identification Form (PIF)
  2. UNDP-GEF Project Document with all annexes;
  3. CEO Endorsement Request
  4. Project Inception Report
  5. Mid-Term Review report and management response to MTR recommendations
  6. All Project Implementation Reports (PIR's)
  6. Progress reports (annual with associated workplans and financial reports)
  7. Minutes of Project Board Minutes
  8. GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
  9. Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any budget revisions
  10. Co-financing data with expected and actual contributions broken down by institutions
  11. Logs (Monitoring Logs, Offline Risk Logs, Lessons Learned Logs and Offline Issues Logs)
  12. CDRs
  13. Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
  14. Sample of project communications materials
  15. Summary list of formal meetings, workshops, etc. held, with data, location, topic and number of participants
  16. List of related projects/initiatives contributing to project objectives
  17. Data on relevant project website activity
  18. List/Maps of project sites
  19. List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project team members, and other partners to be consulted
- and other documents requested by TE Evaluation Team.*

## **ToR ANNEX C: Content of the TE report**

- i. Title page
  - Title of UNDP-supported GEF-financed project
  - UNDP PIMS ID and GEF ID
  - TE timeframe and date of final TE report
  - Region and countries included in the project
  - GEF Focal Area/Strategic Program
  - Executing Agency, Implementing partner and other project partners
  - TE Team members
- ii. Acknowledgements
- iii. Table of Contents
- iv. Acronyms and Abbreviations
1. Executive Summary (3-4 pages)
  - Project Information Table
  - Project Description (brief)
  - Evaluation Ratings Table
  - Concise summary of findings, conclusions and lessons learned
  - Recommendations summary table
2. Introduction (2-3 pages)
  - Purpose and objective of the TE
  - Scope
  - Methodology
  - Data Collection & Analysis
  - Ethics
  - Limitations to the evaluation
  - Structure of the TE report
3. Project Description (3-5 pages)
  - Project start and duration, including milestones
  - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
  - Problems that the project sought to address, threats and barriers targeted
  - Immediate and development objectives of the project
  - Expected results
  - Main stakeholders: summary list

- Theory of Change

#### 4. Findings

(in addition to a descriptive assessment, all criteria marked with (\*) must be given a rating<sup>5</sup>)

##### 4.1 Project Design/Formulation

- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector

##### 4.1 Project Implementation

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

##### 4.2 Project Results and Impacts

- Progress towards objective and expected outcomes (\*)
- Relevance (\*)
- Effectiveness (\*)
- Efficiency (\*)
- Overall Outcome (\*)
- Sustainability: financial (\*), socio-economic (\*), institutional framework and governance (\*), environmental (\*), and overall likelihood (\*)
- Country ownership
- Gender equality and women's empowerment

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<sup>5</sup> See ToR Annex F for rating scales.

- 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
  - *Annexed in a separate file:* TE Audit Trail
  - *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

**ToR ANNEX D: Evaluation Criteria Matrix template**

<b>Evaluative Questions</b>	<b>Indicators</b>	<b>Sources</b>	<b>Methodology</b>
<b>Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities at the local, regional and national level?</b>			
<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>
<b>Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?</b>			
<b>Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?</b>			
<b>Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?</b>			
<b>Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?</b>			
<b>Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?</b>			



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Did situation with COVID affected the way of implementing green urban development activities? Does the strategic approach proposed by the green development suitable to combat with epidemic?			

### **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,

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impartiality, ethics, transparency, human rights and gender equality, national

**Evaluators/Consultants:**

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

**Evaluation Consultant Agreement Form**

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

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

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

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

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

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

evaluation capacities, and professionalism).

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**ToR ANNEX F: TE Rating Scales**

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>

## **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: \_\_\_\_\_

**ToR Annex H: TE Audit Trail**

**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):

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

Wetlands Project manager

Name:

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



**Certificate Of Completion**

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Source Envelope:	
Document Pages: 42	Signatures: 6
Certificate Pages: 2	Initials: 0
AutoNav: Enabled	Envelope Originator:
Enveloped Stamping: Enabled	Natalia Labaznava
Time Zone: (UTC-08:00) Pacific Time (US & Canada)	One United Nations Plaza
	New York, NY 10017
	natalia.labaznava@undp.org
	IP Address: 37.214.67.63

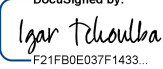
**Record Tracking**

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5/30/2022 12:35:33 AM	natalia.labaznava@undp.org	

**Signer Events**

Igar Tchoulba  
 igar.tchoulba@undp.org  
 Programme Officer  
 UNDP Headquarters  
 Security Level: Email, Account Authentication (None)

**Signature**

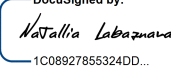
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Natalia Labaznava  
 natalia.labaznava@undp.org  
 CO, Programme Associate  
 United Nations Development Program  
 Security Level: Email, Account Authentication (None)

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Vera Nikanchyk  
 vera.nikanchyk@undp.org  
 Procurement Assistant  
 United Nations Development Program  
 Security Level: Email, Account Authentication (None)

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