

Terminal Evaluation Terms of Reference

BASIC CONTRACT INFORMATION

Location: [Dili Timor-Leste](#)
Application Deadline: [20 May 2022](#)
Category: [1 International Consultant \(Lead\)](#)
Type of Contract: [Individual Contract](#)
Assignment Type: [Evaluation Consultant](#)
Languages Required: [English](#)
Starting Date: [30 May 2022](#)
Duration of Initial Contract: [35 days](#)
Expected Duration of Assignment: [May to September 2022](#)

BACKGROUND

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 medium-sized project titled Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities (PIMS#00108967/00109706) implemented through UNDP Timor-Leste. The project started on 6 December 2018 and is in its *fourth* year of implementation. The TE process must follow the guidance outlined in the document 'Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects' http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf

2. Project Description

The overarching goal of this project is to strengthen capacity of Timor-Leste to meet their obligations under the three Rio Conventions. This requires the country to have the necessary capacities to coordinate efforts as well as best practices for integrating global environmental priorities into planning, decision-making, and reporting processes.

The objective of the project is to strengthen institutional capacity to effectively manage information systems for national MEAs obligations and monitoring impact and progress. The project has four outcomes: (i) Enhanced institutional and technical capacities to use data and information for planning and decision-making on cross-cutting global environmental issues; (ii) Coordination of technical directorates, policy, planning, and programming (iii) Global environmental obligations mainstreamed into select sectoral policies, legislation, plans and programs; and (iv) Enhanced awareness and value of the global environment to meet socio-economic priorities.

The commitments Timor-Leste has made in signing the Rio Conventions are aligned with this constitutionally mandated mission and provide an overall framework for the country to achieve environment sustainability through application of international best practices. Timor-Leste has taken additional steps to incorporate the Rio Conventions into domestic legal, policy, and regulatory frameworks in the relevant sectors.

To further assist Timor-Leste in effectively integrating the Rio Conventions into its legal, regulatory, and governance frameworks, the Government, in partnership with UNDP, conducted the National Capacity Self-Assessment (NCSA) to identify specific action items. The NCSA was a Global Environmental Facility (GEF) program intended to assist countries in assessing their environmental management capacities with a specific focus on the implementation of the Rio Conventions. Since completion of the NCSA, the Government of Timor-Leste has taken significant steps to integrate environmental and biodiversity considerations into its overall strategic development and legal frameworks. In 2010, Timor-Leste approved its Strategic Development Plan (SDP 2011-2030) which provides fundamental guidance for the country's development stakeholders and is considered as the country's sustainable development strategy. Soon after, the National Report on Sustainable Development in Timor-Leste (2011) was published. The Sustainable Development report concluded that though a widely accepted national consensus on the importance of sustainable development exists in the country, a sustainable development pathway can only be achieved with a strong political will, financial commitment, and collaborative stakeholders' involvement.

Timor-Leste also adopted the 2030 Agenda for Sustainable Development and the SDGs in 2015, which has several goals which are directly and indirectly relevant to the Rio Conventions, including:

- SDG13: Take urgent action to combat climate change and its impacts
- SDG14: Conserve and sustainably use the oceans seas and marine resources for sustainable development; and
- SDG15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

This project further contributes to Timor-Leste's United Nations Sustainable Development Cooperation Framework (UNSDCF/CPD) Outcome 6: "By 2025, national and sub-national institutions and communities (particularly at-risk populations including women and children) in Timor-Leste are better able to manage natural resources and achieve enhanced resilience to climate change impacts, natural and human-induced hazards, and environmental degradation, inclusively and

sustainably". The project specifically contributes to output 2.1 (Sustainable management of natural resources and ecosystems promoted through policies, guidelines, information systems, knowledge, and community-level conservation) and indicator 2.1.2 (Number of policies, strategies, plans, guidelines, systems related to sustainable environmental and marine ecosystem development prepared and submitted for approval) of the UNSDCF/CPD.

At the end of the project, the implemented activities are expected to have resulted into a set of targeted capacities in improving national stakeholders' understanding of the three Rio Conventions, with a particular emphasis on good practices for planning and decision-making. Taking into account that a major barrier to Timor-Leste's ability to meet and sustain Rio Convention obligations arises from inadequate access to best practices due to lack of technical language skills and opportunities to apply these within the framework of planning and decision-making, this project is strategically structured to overcome this underlying challenge. Towards this end, the project will enhance existing institutional structures and mechanisms to absorb new and improved data and information. Social actors working on various aspects of environmental governance, e.g., government staff and Non-Governmental Organization (NGO) representatives, among others, to better apply improved knowledge and skills to integrate global environmental objectives in national planning frameworks.

The COVID-19 pandemic and its associated restrictions in international and national travels have hampered project implementation. Due to airport closures around the world, the project could not engage international consultants. Furthermore, the State of Emergency and Health Fencing in Timor-Leste also caused delays in project implementation as movements were highly restricted. Implementation of project activities involving meetings, workshops, and training has been delayed due to travel restrictions and observance of social distancing. The project conducted a few meetings online and its international consultants are working on a remote basis assisted by the project team and national consultants.

3. TE Purpose

The Terminal Evaluation (TE) will assess the achievements of the project against the expected objectives and outcomes as specified in the Project Document's Strategic Results Framework and establish the project's success or failure in meeting its goal and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of GEF and UNDP programming. The TE will also review and document project results and their contribution towards achieving GEF strategic objectives aimed at global environmental benefits. The findings of the TE will also contribute to strengthening the promotion of transparency and accountability for GEF-financed projects and help to synthesize lessons that can help to improve the selection, design and implementation of future UNDP-supported GEF-financed initiatives; and to improve the sustainability of benefits and aid in overall enhancement of UNDP programming. The outcome of the TE will be further used to gauge the extent of

project convergence with other priorities within the UNDP country programme, including poverty alleviation, strengthening resilience to the impacts of climate change, reducing disaster risk and vulnerability, as well as cross-cutting issues such as gender equality, empowering women² and supporting human rights.

DUTIES AND RESPONSIBILITIES

4. TE Approach & Methodology

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

Overall, the TE consultant and/or team will:

- I. 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;
- II. Be required to review the baseline and midterm GEF focal area Core Indicators/Tracking Tools (i.e., project Results Tracker) submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools (project Results tracker), if applicable, that must be completed before the TE field mission begins;
- III. Be 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;
- IV. Review technical and managerial aspects and consider issues of effectiveness, efficiency, relevance, impact and sustainability. This review should be conducted throughout project's components, strategy and approach against its objectives, output and outcome targets.
- V. Identify factors that have facilitated and/or impeded the achievement of the project objectives and provide recommendations and lessons learned that will help project managers/project team in reorienting and re-prioritizing future and/or similar project and the managerial arrangements for future project designs. The TE should also consider all relevant factors including social and/or gender factors that could have hindered the achievement of the expected project results. Hence, gender lens should be applied in the whole approach and methodology of the evaluation.
- VI. Make recommendations for the project team, donors, government and partners and provide them with a clear understanding of the major outcomes and with a strategy and policy options for future projects to achieve expected results more effectively and efficiently.

Engagement of stakeholders is vital for a successful TE¹, interviews will be arranged to include, but not limited, to the following stakeholders who have responsibilities to the project:

- Secretary of State for Environment, key partner: Directorate General for Environment, National Directorate for Biodiversity, National Directorate for Climate Change, National Directorate for

¹ (link to stakeholder engagement in UNDP Eval Guidelines?)

Centre of Environmental Information and Education, National Directorate for Pollution Control, and National Agency for Environmental Licensing)

- Ministry of Agriculture and Fisheries (MAF): Directorate General for Forestry, National Directorate for Research and Geographic Information.
- Ministry of State Administration (MSA); National Directorate for Urbanization
- Ministry of Public Works (MPW); National Directorate for Meteorology and Geophysics
- Ministry of Commerce, Industry and Tourism (MCIT); Directorate General for Tourism
- Ministry of Health (MoH); National Directorate for Public Health-Department of Environmental Health
- Ministry of Finance (MoF)- Directorate General for Statistics

Consultations will be further arranged with the 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.

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 (see TOR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects (http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf).

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

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 below:

ToR Table 2: Evaluations Ratings Table for the Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities

Monitoring & Evaluation (M&E)	Rating
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of implementation/Execution	
Assessment of Outcomes	
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	
Financial resources	
Social-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

6. Expected Outputs and Deliverables

The TE consultant/team shall prepare and submit:

- TE Inception Report: TE team clarifies objectives and methods of the TE no later than 2 weeks before the TE mission. TE team submits the Inception Report to the Commissioning Unit and project management. Approximate due date **6 June 2022**
- Presentation: TE team presents initial findings to project management and the Commissioning Unit at the end of the TE mission. Approximate due date: **1 July 2022**

- Draft TE Report: TE team submits full draft report with annexes within 3 weeks of the end of the TE mission. Approximate due date: [22 July 2022](#)
- Final TE Report* and Audit Trail: TE team submits revised report, with Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report, to the Commissioning Unit within 1 week of receiving UNDP comments on draft. Approximate due date: [12 August 2022](#).

*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.

7. TE Arrangements

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

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.

8. Duration of the Work

The total duration of the TE will be approximately *35 working days* over a period of **May to September 2022** starting 20 May 2022 and shall not exceed five months from when the TE team is hired. The tentative TE timeframe is as follows:

- [20 May 2022](#): Application closes
- [25 May 2022](#): Selection of TE Team
- [30 May 2022](#): Prep the TE team (handover of project documents)
- [31 May-6 June 2022](#): Document review and preparing TE Inception Report
- [14 June 2022](#): Finalization and Validation of TE Inception Report- latest start of TE mission
- [15 –30 June 2022](#): TE mission: stakeholder meetings, interviews, field visits
- [1 July 2022](#): Mission wrap-up meeting & presentation of initial findings- earliest end of TE mission
- [4-22 July 2022](#): Preparation of draft TE report
- [25 July – 8 August 2022](#): Circulation of draft TE report for comments
- [9-12 August 2022](#): Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
- [15-31 August 2022](#): Preparation & Issue of Management Response(*date*): (optional) Concluding Stakeholder Workshop
- [6 September 2022](#): Expected date of full TE completion

9. Duty Station

Travel:

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

REQUIRED SKILLS AND EXPERIENCE

10. TE Team Composition and Required Qualifications

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 national expert. The team leader will be responsible for the overall design and writing of the TE report. 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, and other related tasks).

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:

Education

- Master's degree in a subject related to environmental education, environmental law, environmental science, environmental management, sustainable development, international development, or a closely relevant 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 cross-cutting capacity development with particular emphasis on Rio Conventions
- Experience in evaluating projects;
- Experience working in the Asia and Pacific region;
- Experience in relevant technical areas for at least *10 years*;
- Demonstrated understanding of issues related to gender and cross-cutting capacity development with particular emphasis on Rio Conventions, 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;

Language

- Fluency in written and spoken English.

11. Evaluator Ethics

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

12. Payment Schedule

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

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.

APPLICATION PROCESS

13. Scope of Price Proposal and Schedule of Payments

Financial Proposal:

- Financial proposals must be “all inclusive” and expressed in a lump-sum for the total duration of the contract. The term “all inclusive” implies all cost (professional fees, travel costs, living allowances etc.);
- For duty travels, the UN’s Daily Subsistence Allowance (DSA) rates are \$175/day in Dili Timor-Leste), 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.

14. 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 to the address *Procurement Unit, UNDP UN House, Caicoli Street, P.O. Box 008, Dili Timor-Leste* in a sealed envelope indicating the following reference “Consultant for Terminal Evaluation of the Strengthening targeted national capacities to improve decision-making and mainstreaming global environmental obligations into national development priorities” or by email at the following address ONLY:procurement.staff.tp@undp.org by 23:59 (UTC/GMT+9) on **20 May 2022** . Incomplete applications will be excluded from further consideration.

15. Criteria for Selection of the Best Offer

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

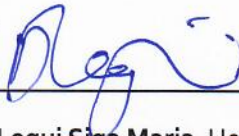
16. Annexes to the TE ToR

- 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

17. Approval

This ToR is reviewed and cleared by:

Signature:



Name and designation: **Domingos Lequi Siga Maria**, Head of Climate Change and Sustainable Ecosystem Unit

Date of signing:

25/4/2022

This ToR is reviewed and approved by:

Signature:



Name and designation: **Munkhtuya Altangerel**, Resident Representative

Date of signing:

26/04/2022
