

Appendix 1

Terms of Reference

Mid-Term Evaluation

“Capacity Building for Sustainable Land Management in Dominica”

Duration: 24 working days

Expected Start date: -- October 2010

A. Background:

Land degradation has long been recognized as a serious problem in Grenada. Yet, there is no comprehensive land use management plan or a strategy to tackle the problem. Additionally, existing legislations are fragmented hence ineffective in addressing land degradation. Consequently, land degradation has seriously affected the integrity of the various ecosystems as well as the ability of Grenadians to extract a livelihood from the land. The long-term goal of the MSP is to assist Grenada in designing and implementing an effective land use plan that will enhance ecosystem health, stability, integrity, functions and services while enhancing sustainable livelihoods. The objective of the project is to improve institutional and individual capacity to ensure sustainable land management, improve knowledge on land degradation. The project has three outcomes, namely, (a) Mainstreaming of SLM principles and NAP priorities integrated into national policies, programs, (b) Systematic institutional and individual capacities for SLM developed, and (c) Resource mobilization improved to support SLM activities. The project will be implemented over a period of three years. The total cost of the project is US\$ 1,153,595 of which US\$ 485,000 is requested through the LDC/SIDS Targeted Portfolio Project. The project team was established in June 2009 and this phase of the project is expected to be completed by December 2011.

The Monitoring and Evaluation (M&E) policy at the project level in UNDP/GEF has four objectives: i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and iii) to document, provide feedback on, and disseminate lessons learned. A mix of tools is used to ensure effective project M&E.

B. Objectives:

The Project Implementation Unit is now seeking a Mid-Term Evaluation to review the project’s progress thus far and to provide guidance to the following stages of implementation. The project document calls for a Mid-Term Review so as to make any necessary adjustments for improved achievement of the projects’ objectives.

This mid-term evaluation should identify potential project design problems, assess progress towards the achievement of objectives, identify and document lessons learned (including lessons that might improve design and implementation of other UNDP/GEF projects), and to make recommendations regarding specific actions that might be taken to improve the project. It is expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from monitoring. The mid-term evaluation provides the opportunity to assess early signs of project success or failure and prompt necessary adjustments.

In addition to the above, this evaluation should include interviews and analysis of feedback with the key stakeholders of the project, namely with:

1. Permanent Secretary in the Ministry of Agriculture ;
2. Grenada Ministry of Agricultural and Forestry;
3. UNCCD Convention Focal Point;
4. GEF Operational Focal Point, and relevant team members of the Ministry for Environment;
5. NGOs
6. Partners selected for implementation of Training of Farmers on SLM practices;
7. National consultants involved in previous activities;
8. Other development partners and implementing agencies working in the same field
9. UNDP Environment Programme staff;

C. Scope of the evaluation:

The Evaluation would consider the project objectives, inputs, outputs and activities during the first 18 months of the project work plan proposed in the project document. The primary issues would be the relevance, efficiency, effectiveness and sustainability of the outputs. This review should provide insights on the successes and weaknesses of the project thus far, and provide recommendations as to how to proceed and tackle issues in the next stages of the project. More specifically, this evaluation should consider the effectiveness of the project and the outputs it has produced, as well as the timeliness of implementation. Furthermore, a review of the management and decision-making processes should also be carried out. To establish the effectiveness and timeliness of the project, the activities and indicators in the project document will have to be reviewed.

D. Methodology:

It is expected that the consultant will carry out this evaluation through a combination of desk review of documents, interviews and focus group discussions with key counterparts and stakeholders, and on-site observations where possible. Interviews should consist of predetermined questions to obtain in-depth information on impressions and experiences. Interviews will be held with key stakeholders to assess

opinions about the initiative, and collect information about tangible and non tangible changes and impacts wherever possible.

The evaluation should also include review of project documents reports and other key documents or relevant reports and documents produced by Government such as:

- ✓ Project Document
- ✓ PIRs and QORs
- ✓ SLM Mainstreaming guidelines
- ✓ Report on SLM mainstreaming in Sectoral Policies
- ✓ SLM Trainers' Manual
- ✓ Report on Institutional Mandates Strengthening for SLM
- ✓ Draft NAP
- ✓ National Strategic documents where available;

E. Deliverables: Evaluation report—an evaluation report will be prepared following the table of contents detailed in Annex 1.

F. Evaluation Outputs:

The consultant will be required to produce a report with the following components as key outputs:

1. Context of project, adequacy of project design, stakeholder involvement and ownership, evaluation of outputs thus far; findings and conclusions.
2. Recommendations: for future implementation; identified barriers and how to address these; adjustment of M&E framework.
3. Lessons learned: design of project; engagement of stakeholders; management of project; strategy for implementation.

Additionally, the Final Mid Term Evaluation Report should include the following annexes:

- Terms of Reference for the MTE;
- Work plan for the Evaluation Mission
- A listing of the meetings and interviews carried out during the Mission;
- Listing of documents reviewed in preparation for the MTE;
- Any other relevant information or materials for the MTE