**Annexes**

**Annex 1: Terms of Reference**

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized country projects implemented by UNDP with GEF financing must undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of Capacity Building for improved National and International Environmental Management in Seychelles

**Objective**

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 (2011).

<http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf>

The purpose of the evaluation is to:

* Assess overall performance against the project objectives as set out in the Project Document and other related documents
* Assess project relevance to national priorities, as well as UNDP and GEF strategic objectives
* Assess the effectiveness and efficiency of the project
* Critically analyze the implementation and management arrangements of the project, including financial management.
* Assess the sustainability of the project interventions and consider project impacts
* Document lessons and best practices concerning project design, implementation and management which may be of relevance to other projects in the country and elsewhere in the world.

**Scope**

The TE is to consider and report on the following evaluation issues and criteria:

1. Project relevance and consistency with country priorities and the GEF Focal Area.
2. Ownership of the project at the national and local levels; stakeholder participation across local levels and partnerships developed through the project.
3. Effectiveness in realizing project immediate objectives, planned outcomes and outputs; the effects of the project on target groups and institutions; the extent to which these have contributed towards strengthening the institutional, organizational and technical capability of the government in achieving its long-term sustainable development objectives (including environmental management goals).
4. Sustainability of project achievements and impacts, including financial and institutional sustainability, and an assessment of planned replication and exit strategies.
5. Management arrangements, including supervision, guidance, back-stopping, human resources, and the Implementing Agency’s (UNDP) supervision and backstopping; the quality and timeliness of inputs, activities, responsiveness of project management to changes in the project environment and other M&E feedback.
6. Financial planning and sustainability, including the timely delivery and use of committed co-financing.
7. Efficiency or cost-effectiveness in the ways in which project outputs and outcomes were achieved.
8. Adaptive management, including effective use of log-frame, UNDP risk management system, annual Project Implementation Reviews, and other parts of the M&E system, tools and mechanisms as appropriate; evaluate whether project design allowed for flexibility in responding to changes in the project environment.
9. Risk management, including the UNDP risk management system within ATLAS, which is also incorporated in the annual PIR. The evaluators are requested to determine how effectively the risk management system is being used as an adaptive management tool. Risks may be of a financial, socio-political, institutional, operational, environmental (or other) type.
10. Cross-cutting issues:
* Governance: How has the project facilitated the participation of the local communities in natural resource management and decision making processes?
* Promotion of gender equity: Has the project considered gender sensitivity or equal participation of man and women and boys and girls in decision making processes?
* Capacity development of participants and target beneficiaries, communications and use of technology.

Lessons and Recommendations: The evaluator will present lessons and recommendations on all aspects of the project s/he considers relevant. with special attention given to analyzing lessons and proposing recommendations on aspects related to factors that contributed to or hindered attainment of project objectives, sustainability of project benefits, innovation, catalytic effect and replication, the role and effectiveness of M & E and adaptive management in project implementation.

**Evaluation Approach and Method**

The evaluation must provide evidence‐based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF country focal points, steering committee, UNDP Country Office, project team, and key stakeholders. The evaluator is expected to conduct a field mission to Seychelles including specific project sites. The evaluator is expected to use interviews as a means of collecting data on the relevance, performance and success of the project. Key stakeholders to be interviewed are listed in [Annex 1](http://jobs-admin.undp.org/ira/AppData/Local/Microsoft/Windows/Temporary%20Internet%20Files/Content.Outlook/1GIRD9HH/UNDP_GEF%20Evaluation%20TOR%20Template%20x2.doc#_Annex_X1:_List).

The evaluator will review all relevant sources of information, such as the project document, project reports (including Annual Reports APR/PIR, project budget revisions, progress reports), focal area tracking tools, project files, national strategic and legal documents, and any other material that s/he may consider useful for evidence based assessment. A list of documentation that the project team will provide to the evaluator for review is included with this Terms of Reference (Annex [*2*](http://jobs-admin.undp.org/ira/AppData/Local/Microsoft/Windows/Temporary%20Internet%20Files/Content.Outlook/1GIRD9HH/UNDP_GEF%20Evaluation%20TOR%20Template%20x2.doc#_Annex_3:_List)).

A least 1 week prior to the evaluation mission[[1]](#footnote-1), the evaluator will submit a brief (2 page) inception note, to include:

* Further elaboration on the intended approach & method, consistent with this TOR.
* Planned timing for carrying out the evaluation mission.
* Any requests to include additional participatory techniques, such as surveys and focus groups, or other approaches for the gathering and analysis of data that are otherwise not specified in the TOR, and which may entail additional time or cost.
* Requests for additional project background information not included with this TOR.

On arrival in Seychelles the evaluator will conduct interviews with involved personnel including:

* UNDP-GEF staff who have project responsibilities;
* Staff of the Project Coordination Unit;
* Staff of the Executing agencies;
* Members of the Project Board;
* Project stakeholders, including participating members of the demo sub-projects;
* Relevant staff in participating government departments.

Field visits will be undertaken to demo sub-project sites on Mahe, Praslin and La Digue.

**Evaluation Criteria & Ratings**

Project performance will be measured based on the Project Logical Framework (Annex [3](http://jobs-admin.undp.org/ira/AppData/Local/Microsoft/Windows/Temporary%20Internet%20Files/Content.Outlook/1GIRD9HH/UNDP_GEF%20Evaluation%20TOR%20Template%20x2.doc#_Annex_2:_Project)), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of **relevance, effectiveness, efficiency, sustainability and impact,** as defined and explained in the guidance manual.As agreed with GEF, ratings will be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. In addition, a rating must also be provided for project implementation. The obligatory rating scales are provided ([Annex 4](http://jobs-admin.undp.org/ira/AppData/Local/Microsoft/Windows/Temporary%20Internet%20Files/Content.Outlook/1GIRD9HH/UNDP_GEF%20Evaluation%20TOR%20Template%20x2.doc#_Annex_4:_Ratings)).

A set of questions covering each of evaluation criteria have been drafted and are included with this TOR (Annex 5) The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

|  |
| --- |
| **Evaluation Ratings** |
| 1. Monitoring and Evaluation | rating | 2. IA & EA execution | rating |
| M&E Design at Entry |       | Quality of UNDP Implementation |       |
| M&E Plan Implementation |       | Quality of Execution - Executing Agency  |       |
| Overall quality of M&E |       | Overall Quality of Implementation / Execution |       |
| 3. Assessment of Outcomes | rating | 4. Sustainability | rating |
| Relevance  |       | Financial resources: |       |
| Effectiveness |       | Socio-political: |       |
| Efficiency  |       | Institutional Framework and Governance: |       |
| Overall Project Outcome Rating |       | Environmental : |       |
|  |  | Overall Likelihood of Sustainability |       |

**Mainstreaming**

UNDP/GEF projects are key components in UNDP country programming. As such, the objectives and outcomes of the project should conform to UNDP country programme strategies as well as to GEF-required outcomes. Based on a review of key documents, including the Project Document, UNDP Country Programme (CP), plus key stakeholder interviews, the evaluation will provide a brief assessment of the extent to which the project was successfully mainstreamed with other UNDP strategic priorities, such as poverty alleviation, improved governance, the prevention and recovery from natural disasters, and the empowerment of women.

**Impact**

The evaluators will offer their assessment of the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, or c) demonstrated progress towards these impact achievements.

**Conclusions****, lessons and recommendations**

The evaluation report must include a chapter providing a set of **conclusions**, **lessons and recommendations**.

**Implementation arrangements**

The principal responsibility for managing this evaluation resides with the UNDP CO for Mauritius and Seychelles. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country (Seychelles) for the evaluator. The Project Team will be responsible for liaising with the evaluator to set up stakeholder interviews, arrange field visits, coordinate with the government etc. This should be done at least 2 weeks ahead of the evaluation mission to allow sufficient time for the evaluator to provide input and confirm that they can meet the proposed schedule.

**Project finance/co-finance**

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Co-financing(type/source) | UNDP own financing (mill. US$) | Government(mill. US$) | Partner Agency(mill. US$) | Total(mill. US$) |
| Planned | Actual  | Planned | Actual | Planned | Actual | Planned | Actual |
| Grants  |  |  |  |  |  |  |  |  |
| Loans/Concessions  |  |  |  |  |  |  |  |  |
| * In-kind support
 |  |  |  |  |  |  |  |  |
| * Other
 |  |  |  |  |  |  |  |  |
| Totals |  |  |  |  |  |  |  |  |

**Duties and Responsibilities**

The evaluator conducting the TE for this Project will be an international consultant with in depth understanding of UNDP and GEF projects, including evaluation experience. S/he will be responsible for developing the evaluation methodology, conducting the evaluation and delivering the key products expected from the evaluation. The evaluator will work with a small consultative group from PCU and UNDP Seychelles. Because of high turnover of project managers for this project (three), the evaluation exercise will be supported and facilitated by the PCU Programme Coordinator responsible for the effectiveness of the unit in conjunction with UNDP Seychelles. The consultant will sign an agreement with UNDP to undertake the CB2 Project TE and will be bound by its terms and conditions set out in the agreement.

1. This requirement was waived and a note provided to UNDP 2 days before the mission, despite lack of project-related documents. [↑](#footnote-ref-1)