UNDP-GEF Midterm Review
Terms of Reference

1. INTRODUCTION

This is the Terms of Reference (ToR) for the UNDP-GEF Midterm Review (MTR) of the full-sized project titled “Support to the Consolidation of a Protected Area System in Guinea-Bissau’s Forest Belt” (PIMS #3650) implemented through the Institute for Biodiversity and Protected Areas (IBAP), Ministry of Agriculture and Rural Development (MARD), Government of Guinea-Bissau, which is to be undertaken in 2014. The project started in November 2012 but it signed on the 9th July 2010 and is in its third year of implementation. In line with the UNDP-GEF Guidance on MTRs, this MTR process was initiated before the submission of the second Project Implementation Report (PIR). This ToR sets out the expectations for this MTR. The MTR process must follow the guidance outlined in the document Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects (http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf).

2. PROJECT BACKGROUND INFORMATION

Guinea-Bissau is a small country wedged between the sub-Saharan arid ecosystems and the Guinean moist forest ecoregion. The resulting combination creates majestic terrestrial landscapes and a patchy mosaic of dense and open forests, gallery forests and woodland savannah that are rich in globally significant plant and animal life and a refuge for many migratory species that move across the West-African savannas. The forest belt region of Guinea-Bissau (south and southwest) contains several and rare and threatened species of birds, higher plants, reptiles and mammals, including elephants (Loxodonta africana), large ungulates such as the buffalo (Syncerus caffer), hippopotamus (Hippopotamus amphibius) and the eland (Taurotragus derbianus). Dozens of families of chimpanzees (Pan troglodytes) inhabit that area and are poorly studied. These outstanding terrestrial ecosystems have until now remained unprotected. In turn, protection of the coastal and marine region of western Guinea-Bissau – also extremely rich in biodiversity – has received for the past decade the undisputed attention of both donors and Government in their effort to conserve the country’s natural endowment. Six marine and coastal parks have been created and are being effectively managed. They cover almost 15% of the country’s territory. This GEF-UNDP project proposes to correct this imbalance in conservation priorities with respect to ecosystem representation. It will focus on the conservation of the Dulombi-Boé-Tchetché (DBT) Complex of protected areas in the forest belt region of Guinea-Bissau. The area large remnants of forest and savannah habitat and cover 319,000 hectares of terrestrial ecosystems under increased threat. Through this project, the Institute for Biodiversity and Protected Areas (IBAP), which has the broad responsibility for biodiversity conservation in Guinea-Bissau, intends to expand the National System of Protected Areas (SNAP) onto the southeastern forest belt region and protect an additional 8.8% of the country territory seeking the following results: (i) better ecosystem representation in the SNAP, (ii) enhanced ecological connectivity, (iii) the enabling of trans-frontier migration of large mammals and threatened and endangered species (including elephants), and (iv) increased resilience of the Complex overall to the effects of climate change and desertification process. Five new protected areas will be created and managed: Dulombi National Park with 98,951 ha; Boé National Park with 95,280 ha; Tchetché Wildlife Corridor with 33,604 ha; Cuntabane-Quebo Wildlife Corridor with 55,003 ha; and Salifo Wildlife Corridor with 36,162 ha. In this unique arrangement of protected areas with core parks and connecting
wildlife corridors, the DBT Complex, rural communities, grass root organizations and local NGOs will share responsibilities for achieving conservation objectives, while obtaining concrete benefits from sustainable use of natural resources through ecotourism, sustainable farming and animal husbandry, and the production of ecosystem services. Engaged communities with their livelihood and cultural survival at stake will become strategic partners in participatory conservation management arrangements, increase cost effectiveness and provide a living laboratory of harmonic coexistence of humans and biodiversity.

This project is part of the GEF’s Strategic Programme for West Africa (SPWA), Sub-component on Biodiversity. Over four years, the following three main outcomes will be produced: (1) Immediate threats to terrestrial ecosystems mitigated through the effective expansion and management of PAs in the forest belt region; (2) Improved systemic and institutional capacity of key PA management stakeholders provides the enabling framework for establishing and managing a more representative PA network; and (3) Participatory conservation management approaches in the DBT Complex are implemented. Despite being one of the poorest nations on Earth, the Guinea-Bissau is showing great courage in conservation and expects through this project to protect almost a quarter of its territory, preserve globally important biodiversity, maintain regionally critical migratory routes, protect emblematic species such as the western chimpanzee and the African elephant and give its people viable options for sustainable development.

3. OBJECTIVES OF THE MTR

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project’s strategy, its risks to sustainability. Specifically, it is to:

- Assess the level of achievement of key indicators
- Meet the challenges,
- Draw the lessons learnt during the implementation
- Propose the recommendations for the rest of period of implementation

4. MTR APPROACH & METHODOLOGY

The MTR must provide evidence based information that is credible, reliable and useful. The MTR team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review). The MTR team will review the baseline GEF focal area Tracking Tool submitted to the GEF at CEO endorsement, and the midterm GEF focal area Tracking Tool that must be completed before the MTR field mission begins.
The MTR team is expected to follow a collaborative and participatory approach\(^1\) ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), UNDP-GEF Regional Technical Advisers, and other key stakeholders.

Engagement of stakeholders is vital to a successful MTR. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to (the GEF operational focal point, Gabu, Bafatá an Quinará Regional Government, State Secretariat for Environment and Tourism (SEAT), Ministry of Agriculture and Rural Development (General Directorate/Department of Forestry and Fauna), Ministry of Economy, Planning and Regional Integration (General Directorate of Planning), Project Steering Committee, Project team (capital and field-based), UNDP Country Office, UNDP GEF Ecosystems and Biodiversity Regional Technical Advisor for North and West Africa based in Istanbul, Turkey. Additionally, the MTR team is expected to conduct field missions to Boé and Dulombi in inland from Guinea-Bissau, including the following project sites Beli, Tchete, Dulombi, Cansamba, Quirafo, Cuntabane, Xitole.

The final MTR report should describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

**5. DETAILED SCOPE OF THE MTR**

The MTR team will assess the following four categories of project progress. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for extended descriptions.

i. **Project Strategy**

Project design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.
- If there are major areas of concern, recommend areas for improvement.


Results Framework/Logframe:

- Undertake a critical analysis of the project’s logframe indicators and targets, assess how “SMART” the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project’s objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women’s empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART ‘development’ indicators, including sex-disaggregated indicators and indicators that capture development benefits.

ii. Progress Towards Results

Progress Towards Outcomes Analysis:

- Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects; colour code progress in a “traffic light system” based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as “Not on target to be achieved” (red).

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

<table>
<thead>
<tr>
<th>Project Strategy</th>
<th>Indicator 1</th>
<th>Baseline Level 1</th>
<th>Level in 1st PI (self-reported)</th>
<th>Midterm Target 1</th>
<th>End-of-project Target</th>
<th>Midterm Level &amp; Assessment 1</th>
<th>Achievement Rating 2</th>
<th>Justification for Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective: To establish and operationalize terrestrial PAs in the Dulombi-Boé-Tchetche (DBT) complex and thereby significantly expand and strengthen Guinea-Bissau’s PA system.</td>
<td>1. Terrestrial Protected Areas (TPA) legally established within the DBT Complex</td>
<td>0 ha gazetted in the DBT Complex</td>
<td>The SNAP baseline coverage is 536,972 ha and represents 14.9% of the national territory</td>
<td>319,000 ha of new protected areas in the terrestrial biome of the country representing 8.8% of national territory are gazetted. This will bring the SNAP’s total coverage to 885,972 ha or 23.7% of national territory</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Decrease in the rate of forest cover loss in the core areas of the DBT Complex (Dulombi and Boé) expressed in terms of the change in hectarage for dense forest</td>
<td>In Boé: Dense forest reached as low as 226 ha in 2007 and is being lost at an avg. rate of 11% per year In Dulombi: Dense forest reached as low as 478 ha in 2007 and is being lost at an avg. rate of 23% per year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>The aim is to decrease the annual rate of loss of forests to 1% or less so that: Boé’s dense forest heactarage will be stabilized at around 200 ha. Dulombi’s dense forest heactarage will not drop below 270 ha. Dulombi’s open forest heactarage will</td>
</tr>
</tbody>
</table>

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3 Populate with data from the Logframe and scorecards
4 Populate with data from the Project Document
5 If available
6 Colour code this column only
7 Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU
### Table

<table>
<thead>
<tr>
<th>Project Strategy</th>
<th>Indicator*</th>
<th>Baseline Level$</th>
<th>Level in 1st PIR (self-reported)</th>
<th>Midterm Target¹</th>
<th>End-of-project Target</th>
<th>Midterm Level &amp; Assessment²</th>
<th>Achievement Rating²</th>
<th>Justification for Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>and open forest</td>
<td>rate of 4% per year</td>
<td>not drop below 17,500 ha</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. The status of emblematic species such as the African elephant in the Dulombi NP and the western Chimpanzees in the Boé area</td>
<td>According to recent survey by Chimbo Foundation, there are approximately 500 chimp individuals in the Boé area. Elephant survey will require update.</td>
<td>Populations of emblematic species maintained stable</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

### Outcome 1: Immediate threats to terrestrial ecosystems mitigated through the effective expansion and management of PAs in the forest belt region

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline Level$</th>
<th>Level in 1st PIR (self-reported)</th>
<th>Midterm Target¹</th>
<th>End-of-project Target</th>
<th>Midterm Level &amp; Assessment²</th>
<th>Achievement Rating²</th>
<th>Justification for Rating</th>
</tr>
</thead>
</table>

### Outcome 2: Improved systemic and institutional capacity provides the enabling framework for establishing and managing a more representative PA network

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline Level$</th>
<th>Level in 1st PIR (self-reported)</th>
<th>Midterm Target¹</th>
<th>End-of-project Target</th>
<th>Midterm Level &amp; Assessment²</th>
<th>Achievement Rating²</th>
<th>Justification for Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased scores on the UNDP's Capacity Development Scorecard for Protected Areas Management over the baseline</td>
<td>Systemic 14 / 30 (44%)</td>
<td>Institutional 24 / 45 (54%)</td>
<td>Individual 10 / 21 (46%)</td>
<td>General avg. 49%</td>
<td></td>
<td>Scores, expressed in absolute terms, increase by at least 20%</td>
<td></td>
</tr>
<tr>
<td>Results from the application of UNDP's Financial Sustainability Scorecard</td>
<td>Total Score for PA System = 40 out of a total possible score of 197 (i.e. 20%)</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

### Outcome 3: Participatory conservation management approaches in the DFT Complex are implemented.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline Level$</th>
<th>Level in 1st PIR (self-reported)</th>
<th>Midterm Target¹</th>
<th>End-of-project Target</th>
<th>Midterm Level &amp; Assessment²</th>
<th>Achievement Rating²</th>
<th>Justification for Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communities' perception of their livelihood stake in the good stewardship of biological resources in the DFT Complex, measured through the periodic and independent application of</td>
<td>Not Applicable</td>
<td>The MSC technique is to be applied once the project has been launched and some form of change has occurred. The baseline corresponds to all assessments that corroborate the situation analysis for this project, particularly with respect to land-uses and livelihoods</td>
<td></td>
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</tbody>
</table>

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*Note: *Baseline and Midterm levels are self-reported.

¹Midterm level and target values may vary.

²Achievement rating scales are: 1 (Not Applicable), 2 (Not Achieved), 3 (Partially Achieved), 4 (Achieved), 5 (Highly Achieved).

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Indicator Assessment Key

| Green | Achieved | Yellow | On target to be achieved | Red | Not on target to be achieved |

In addition to the progress towards outcomes analysis:

- Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

### iii. Project Implementation and Adaptive Management

**Management Arrangements:**

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.

**Work Planning:**

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project’s results framework/logframe as a management tool and review any changes made to it since project start.

**Finance and co-finance:**

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?
Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications:

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project’s progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

iv. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project’s outcomes)?
Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?

Conclusions & Recommendations

The MTR team will include a section of the report setting out the MTR’s evidence-based conclusions, in light of the findings.\textsuperscript{8}

Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report’s executive summary. See the Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects for guidance on a recommendation table.

The MTR team should make no more than 15 recommendations total.

Ratings

The MTR team will include its ratings of the project’s results and brief descriptions of the associated achievements in a MTR Ratings & Achievement Summary Table in the Executive Summary of the MTR report. See Annex E for ratings scales. No rating on Project Strategy and no overall project rating is required.

Table. MTR Ratings & Achievement Summary Table for (Support to the Consolidation of a Protected Area System in Guinea-Bissau’s Forest Belt)

<table>
<thead>
<tr>
<th>Measure</th>
<th>MTR Rating</th>
<th>Achievement Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Strategy</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Progress Towards</td>
<td>Objective Achievement Rating: (rate 6 pt. scale)</td>
<td></td>
</tr>
<tr>
<td>Results</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Outcome 1 Achievement Rating: (rate 6 pt. scale)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Outcome 2 Achievement Rating: (rate 6 pt. scale)</td>
<td></td>
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</tbody>
</table>

\textsuperscript{8} Alternatively, MTR conclusions may be integrated into the body of the report.
6. TIMEFRAME

The total duration of the MTR will be approximately 04 of weeks starting on 18th, August 2014, and shall not exceed five months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

<table>
<thead>
<tr>
<th>TIMEFRAME</th>
<th>ACTIVITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>(September 12th)</td>
<td>Application closes</td>
</tr>
<tr>
<td>(September 16th)</td>
<td>Select MTR Team</td>
</tr>
<tr>
<td>(October 1st)</td>
<td>Prep the MTR Team (handover of Project Documents)</td>
</tr>
<tr>
<td>(October 20th to 23rd) 04 days (recommended: 2-4)</td>
<td>Document review and preparing MTR Inception Report</td>
</tr>
<tr>
<td>(October 27th to 28th) 02 days</td>
<td>Finalization and Validation of MTR Inception Report- latest start of MTR mission</td>
</tr>
<tr>
<td>(October 29th to November 6th) 08 days (r: 7-15)</td>
<td>MTR mission: stakeholder meetings, interviews, field visits</td>
</tr>
<tr>
<td>(November 7th)</td>
<td>Mission wrap-up meeting &amp; presentation of initial findings- earliest end of MTR mission</td>
</tr>
<tr>
<td>(November 10th to 19th) 08 days (r: 5-10)</td>
<td>Preparing draft report</td>
</tr>
<tr>
<td>(November 26th to 27th) 02 days (r: 1-2)</td>
<td>Incorporating audit trail from feedback on draft report/Finalization of MTR report</td>
</tr>
<tr>
<td>(November 20th to 30th)</td>
<td>Preparation &amp; Issue of Management Response</td>
</tr>
<tr>
<td>(December 2nd)</td>
<td>Expected date of full MTR completion</td>
</tr>
</tbody>
</table>

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

7. MIDTERM REVIEW DELIVERABLES

<table>
<thead>
<tr>
<th>#</th>
<th>Deliverable</th>
<th>Description</th>
<th>Timing</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>MTR Inception Report</td>
<td>MTR team clarifies objectives and methods of Midterm Review</td>
<td>No later than 2 weeks before the MTR mission</td>
<td>MTR team submits to the Commissioning Unit and project management</td>
</tr>
<tr>
<td>2</td>
<td>Presentation</td>
<td>Initial Findings</td>
<td>End of MTR mission</td>
<td>MTR Team presents to project management and the Commissioning Unit</td>
</tr>
<tr>
<td>3</td>
<td>Draft Final Report</td>
<td>Full report (using guidelines on content outlined in Annex B) with annexes</td>
<td>Within 3 weeks of the MTR mission</td>
<td>Sent to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, GEF OFP</td>
</tr>
<tr>
<td>4</td>
<td>Final Report*</td>
<td>Revised report with audit</td>
<td>Within 1 week of</td>
<td>Sent to the</td>
</tr>
</tbody>
</table>
trail detailing how all received comments have (and have not) been addressed in the final MTR report

*The final MTR 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.

8. MTR ARRANGEMENTS

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project’s MTR is UNDP Country Office/Guinea-Bissau.

The commissioning unit will contract the consultants and ensure the timely provision of per diems and travel arrangements into the project’s sites for the MTR team. The Project Team will be responsible for liaising with the MTR team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

9. TEAM COMPOSITION

A team of two independent consultants will conduct the MTR - one team leader (with experience and exposure to projects and evaluations in other regions globally) and one team expert, usually from the country of the project. The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project’s related activities.

The selection of consultants will be aimed at maximizing the overall “team” qualities in the following areas:

- Recent experience with result-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to conversation or natural resource management;
- Experience working with the GEF or GEF-evaluations;
- Experience working in West Africa;
- Work experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to gender and Biodiversity; experience in gender sensitive evaluation and analysis.
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experiences within United Nations system will be considered an asset;

Qualifications of Team Leader (International Consultant)

1. Have a master in development studies, economics, environment or fields related to biodiversity. A minimum of 10 years of relevant experience is required
2. Substantive experience in evaluating similar projects, preferably those involving UNDP/GEF or other United Nations development agencies or major donors;
3. Excellent French and English writing and communication skills.
4. Highly knowledgeable of participatory monitoring and evaluation processes, and experience in evaluation of technical assistance projects with major donor agencies;
5. Ability and experience to lead multi-disciplinary and national teams, and deliver quality reports within the given time;
6. Familiarity with Guinea-Bissau or other countries in West Africa is an asset; and
7. Excellent in human relations, coordination, planning and team work.

The team leader will take the overall responsibility for the quality and duly submission of the final evaluation report in French or English. Specifically, the international consultant (team leader) will perform the following tasks:

1. Lead and manage the evaluation mission
2. Design the detailed evaluation scope and methodology (including the methods for data collection and analysis)
3. Decide the division of labor within the evaluation team
4. Conduct an analysis of the results, outcomes and outputs
5. Draft related parts of the evaluation report; and
6. Finalize the whole evaluation report in French/English and submit it to UNDP Guinea-Bissau.

**Qualifications of a team expert (National Consultant)**

1. Advanced university degree (License diploma) in social science, environment, and biodiversity or in fields related to Climate Change Adaptation. A minimum of 5 years of working experience in the development sector in Guinea-Bissau is required;
2. Have an extensive knowledge of the country situation and development issues related to climate change adaptation.
3. Demonstrated skills and knowledge in participatory monitoring and evaluation processes;
4. Experience in monitoring and evaluation of conservation and development projects, supported by UN agencies (including UNDP/GEF) and/or major donor agencies;
5. Proficient in writing and communicating both in Portuguese and English. Knowledge of French is an asset.
6. Ability to interpret to the international counterpart from Creole/Fulla to Portuguese as needed (e.g., in the field) and also to translate necessary written documents from French to Portuguese.
7. Excellent in human relations, coordination, planning and team work.

The national consultant will perform the following tasks with a focus on a specific analysis:

1. Liaise with Bissau-Guinean project authorities; collect and translate, when necessary, project materials
2. Introduce Bissau-Guinean background information to international consultant
3. Review project documents and data gathering
4. Participate in the design of the evaluation methodology
5. Facilitate the interviews with stakeholders and fields mission to villages taking the appointment
6. Conduct an analysis of the results, outcomes and outputs
7. Participate in the drafting and finalization the mi-term evaluation report

**10. PAYMENT MODALITIES AND SPECIFICATIONS**

20% of payment upon approval of the final MTR Inception Report
30% upon submission of the draft MTR report
50% upon finalization of the MTR report

11. APPLICATION PROCESS\(^9\)

Recommended Presentation of Proposal:

a) **Letter of Confirmation of Interest and Availability** using the template\(^10\) provided by UNDP;
b) CV and a **Personal History Form** (P11 form\(^11\));
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 following address elsa.moreira@undp.org by 18h GMT and September 12\(^{th}\) 2014. Incomplete applications will be excluded from further consideration.

**Criteria for Evaluation of Proposal:** 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.

**ToR ANNEX A: List of Documents to be reviewed by the MTR Team**

1. PIF
2. UNDP Initiation Plan
3. UNDP Project Document
4. UNDP Environmental and Social Screening results
5. Project Inception Report
6. All Project Implementation Reports (PIR’s)
7. Quarterly progress reports and work plans of the various implementation task teams
8. Audit reports
9. Finalized GEF focal area Tracking Tools at CEO endorsement and midterm (*fill in specific TTs for this project’s focal area*)
10. Oversight mission reports
11. All monitoring reports prepared by the project
12. Financial and Administration guidelines used by Project Team

The following documents will also be available:

13. Project operational guidelines, manuals and systems
14. UNDP country/countries programme document(s)

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\(^9\) Engagement of the consultants should be done in line with guidelines for hiring consultants in the POPP: [https://info.undp.org/global/popp/Pages/default.aspx](https://info.undp.org/global/popp/Pages/default.aspx)


15. Minutes of the (Support to the Consolidation of a Protected Area System in Guinea-Bissau’s Forest Belt) Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)
16. Project site location maps

ToR ANNEX B: Guidelines on Contents for the Midterm Review Report

i. Basic Report Information (for opening page or title page)
   - Title of UNDP supported GEF financed project
   - UNDP PIMS# and GEF project ID#
   - MTR time frame and date of MTR report
   - Region and countries included in the project
   - GEF Operational Focal Area/Strategic Program
   - Executing Agency/Implementing Partner and other project partners
   - MTR team members
   - Acknowledgements

ii. Table of Contents

iii. Acronyms and Abbreviations

1. Executive Summary (3-5 pages)
   - Project Information Table
   - Project Description (brief)
   - Project Progress Summary (between 200-500 words)
   - MTR Ratings & Achievement Summary Table
   - Concise summary of conclusions
   - Recommendation Summary Table

2. Introduction (2-3 pages)
   - Purpose of the MTR and objectives
   - Scope & Methodology: principles of design and execution of the MTR, MTR approach and data collection methods, limitations to the MTR
   - Structure of the MTR report

3. Project Description and Background Context (3-5 pages)
   - 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
   - Project Description and Strategy: objective, outcomes and expected results, description of field sites (if any)
   - Project Implementation Arrangements: short description of the Project Board, key implementing partner arrangements, etc.
   - Project timing and milestones
   - Main stakeholders: summary list

4. Findings (12-14 pages)
   4.1 Project Strategy
      - Project Design
      - Results Framework/Logframe
   4.2 Progress Towards Results
      - Progress towards outcomes analysis
      - Remaining barriers to achieving the project objective
   4.3 Project Implementation and Adaptive Management
      - Management Arrangements
      - Work planning
      - Finance and co-finance

12 The Report length should not exceed 40 pages in total (not including annexes).
- Project-level monitoring and evaluation systems
- Stakeholder engagement
- Reporting
- Communications

4.4 Sustainability
- Financial risks to sustainability
- Socio-economic to sustainability
- Institutional framework and governance risks to sustainability
- Environmental risks to sustainability

5. Conclusions and Recommendations (4-6 pages)

5.1 Conclusions
- Comprehensive and balanced statements (that are evidence-based and connected to the MTR’s findings) which highlight the strengths, weaknesses and results of the project

5.2 Recommendations
- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives

6. Annexes
- MTR ToR (excluding ToR annexes)
- MTR evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Example Questionnaire or Interview Guide used for data collection
- Ratings Scales
- MTR mission itinerary
- List of persons interviewed
- List of documents reviewed
- Co-financing table (if not previously included in the body of the report)
- Signed UNEG Code of Conduct form
- Signed MTR final report clearance form
- Annexed in a separate file: Audit trail from received comments on draft MTR report
- Annexed in a separate file: Relevant midterm tracking tools (MOTT, FSC, Capacity scorecard, etc.)

ToR ANNEX C: Midterm Review Evaluative Matrix Template

<table>
<thead>
<tr>
<th>Evaluative Questions</th>
<th>Indicators</th>
<th>Sources</th>
<th>Methodology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?</td>
<td>(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)</td>
<td>(i.e. project documents, national policies or strategies, websites, project staff, project partners, data collected throughout the MTR mission, etc.)</td>
<td>(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)</td>
</tr>
<tr>
<td>Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring and evaluation systems, reporting, and project communications supporting the project’s implementation?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>
ToR ANNEX D: UNEG Code of Conduct for Evaluators/Midterm Review Consultants

**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 limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

**MTR Consultant Agreement Form**

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

Name of Consultant: _____________________________________________

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: __________________________

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13 [www.undp.org/unegecodeofconduct](http://www.undp.org/unegecodeofconduct)
**ToR ANNEX E: MTR Ratings**

### Ratings for Progress Towards Results: (one rating for each outcome and for the objective)

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Highly Satisfactory (HS) The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.</td>
</tr>
<tr>
<td>5</td>
<td>Satisfactory (S) The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.</td>
</tr>
<tr>
<td>4</td>
<td>Moderately Satisfactory (MS) The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.</td>
</tr>
<tr>
<td>3</td>
<td>Moderately Unsatisfactory (HU) The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.</td>
</tr>
<tr>
<td>2</td>
<td>Unsatisfactory (U) The objective/outcome is expected not to achieve most of its end-of-project targets.</td>
</tr>
<tr>
<td>1</td>
<td>Highly Unsatisfactory (HU) The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.</td>
</tr>
</tbody>
</table>

### Ratings for Project Implementation & Adaptive Management: (one overall rating)

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Highly Satisfactory (HS) Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”.</td>
</tr>
<tr>
<td>5</td>
<td>Satisfactory (S) Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.</td>
</tr>
<tr>
<td>4</td>
<td>Moderately Satisfactory (MS) Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.</td>
</tr>
<tr>
<td>3</td>
<td>Moderately Unsatisfactory (MU) Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.</td>
</tr>
<tr>
<td>2</td>
<td>Unsatisfactory (U) Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.</td>
</tr>
<tr>
<td>1</td>
<td>Highly Unsatisfactory (HU) Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.</td>
</tr>
</tbody>
</table>

### Ratings for Sustainability: (one overall rating)

<table>
<thead>
<tr>
<th>Rating</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Likely (L) Negligible risks to sustainability, with key outcomes on track to be achieved by the project’s closure and expected to continue into the foreseeable future</td>
</tr>
<tr>
<td>3</td>
<td>Moderately Likely (ML) Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review</td>
</tr>
<tr>
<td>2</td>
<td>Moderately Unlikely (MU) Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on</td>
</tr>
<tr>
<td>1</td>
<td>Unlikely (U) Severe risks that project outcomes as well as key outputs will not be sustained</td>
</tr>
</tbody>
</table>

**ToR ANNEX F: MTR Report Clearance Form**

*(to be completed by the Commissioning Unit and UNDP-GEF RTA and included in the final document)*

<table>
<thead>
<tr>
<th>Midterm Review Report Reviewed and Cleared By:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Commissioning Unit</strong></td>
</tr>
<tr>
<td>Name: __________________________               Date: __________________________</td>
</tr>
<tr>
<td>Signature: ________________________________</td>
</tr>
<tr>
<td><strong>UNDP-GEF Regional Technical Advisor</strong></td>
</tr>
<tr>
<td>Name: __________________________</td>
</tr>
<tr>
<td>Signature: ________________________________    Date: __________________________</td>
</tr>
</tbody>
</table>
UNDP-GEF Midterm Review
Terms of Reference

Standard Template 2: Formatted information to be entered in UNDP Jobs website

BASIC CONTRACT INFORMATION

Location: Bissau
Application Deadline:
Category: Energy and Environment
Type of Contract: Individual Contract
Assignment Type: International Consultant
Languages Required:
Starting Date: (date when the selected candidate is expected to start)
Duration of Initial Contract:
Expected Duration of Assignment:

BACKGROUND

A. Project Title

Support to the Consolidation of a Protected Area System in Guinea-Bissau's Forest Belt

B. Project Description

14 https://jobs.undp.org/
This is the Terms of Reference (ToR) for the UNDP-GEF Midterm Review (MTR) of the full-sized project titled “Support to the Consolidation of a Protected Area System in Guinea-Bissau’s Forest Belt” (PIMS #3650) implemented through the Institute for Biodiversity and Protected Areas (IBAP), Ministry of Agriculture and Rural Development (MARD), Government of Guinea-Bissau, which is to be undertaken in 2014. The project started in November 2012 but it signed on the 9th July 2010 and is in its third year of implementation. In line with the UNDP-GEF Guidance on MTRs, this MTR process was initiated before the submission of the second Project Implementation Report (PIR). This ToR sets out the expectations for this MTR. The MTR process must follow the guidance outlined in the document Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects (http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf).

The project was designed to:

- to conserve globally significant biodiversity in Guinea-Bissau’s forest belt region by creating and strengthening protected areas

The project objective is to establish and operationalize terrestrial PAs in the Dulombi-Boé-Tchetch (DBT) complex and thereby significantly expand and strengthen Guinea-Bissau’s PA system. In order to achieve these objectives, three ‘outcomes’ are expected from the project:

- Immediate threats to terrestrial ecosystems mitigated through the effective expansion and management of PAs in the forest belt region
- Improved systemic and institutional capacity of key PA management stakeholders provides the enabling framework for establishing and managing a more representative PA network; and
- Participatory conservation management approaches in the DBT Complex are implemented.

### DUTIES AND RESPONSIBILITIES

#### C. Scope of Work and Key Tasks
The MTR team will consist of two independent consultants that will conduct the MTR - one team leader (with experience and exposure to projects and evaluations in other regions globally) and one team expert, usually from the country of the project.

The MTR team will first conduct a document review of project documents (i.e. PIF, UNDP Initiation Plan, Project Document, ESSP, Project Inception Report, PIRs, Finalized GEF focal area Tracking Tools, Project Appraisal Committee meeting minutes, Financial and Administration guidelines used by Project Team, project operational guidelines, manuals and systems, etc.) provided by the Project Team and Commissioning Unit. Then they will participate in a MTR inception workshop to clarify their understanding of the objectives and methods of the MTR, producing the MTR inception report thereafter. The MTR mission will then consist of interviews and site visits to Beli, Tchetehe, Dulombi, Cansamba, Quirafo, Cuntabane, Xitole.

The MTR team will assess the following four categories of project progress and produce a draft and final MTR report. See the Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects (http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf) for requirements on ratings. No overall rating is required.

1. **Project Strategy**
   - **Project Design:**
     - Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
     - Review the relevanced of the project strategy and assess whether it provides the most effective route towards expected/intended results.
     - Review how the project addresses country priorities
     - Review decision-making processes
   - **Results Framework/Logframe:**
     - Undertake a critical analysis of the project’s logframe indicators and targets, assess how “SMART” the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
     - Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women’s empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.

2. **Progress Towards Results**
   - Review the logframe indicators against progress made towards the end-of-project targets; populate the Progress Towards Results Matrix, as described in the Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects; colour code progress in a “traffic light system” based on the level of progress achieved; assign a rating on progress for the project objective and each outcome; make recommendations from the areas marked as “not on target to be achieved” (red).
   - Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review.
   - Identify remaining barriers to achieving the project objective.
   - By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.
3. **Project Implementation and Adaptive Management**

   Using the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*, assess the following categories of project progress:
   - Management Arrangements
   - Work Planning
   - Finance and co-finance
   - Project-level monitoring and evaluation systems
   - Stakeholder Engagement
   - Reporting
   - Communications

4. **Sustainability**

   Assess overall risks to sustainability factors of the project in terms of the following four categories:
   - Financial risks to sustainability
   - Socio-economic risks to sustainability
   - Institutional framework and governance risks to sustainability
   - Environmental risks to sustainability

   The MTR consultant/team will include a section in the MTR report setting out the MTR’s evidence-based conclusions, in light of the findings.

   Additionally, the MTR consultant/team is expected to make recommendations to the Project Team. Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report’s executive summary. The MTR consultant/team should make no more than 15 recommendations total.

**D. Expected Outputs and Deliverables**

The MTR consultant/team shall prepare and submit:

- **MTR Inception Report**: MTR team clarifies objectives and methods of the Midterm Review no later than 2 weeks before the MTR mission. To be sent to the Commissioning Unit and project management. Approximate due date: October 6th.
- **Presentation**: Initial Findings presented to project management and the Commissioning Unit at the end of the MTR mission. Approximate due date: November 7th
- **Draft Final Report**: Full report with annexes within 3 weeks of the MTR mission. Approximate due date: November 19th
- **Final Report***: Revised report with annexed audit trail detailing how all received comments have (and have not) been addressed in the final MTR report. To be sent to the Commissioning Unit within 1 week of receiving UNDP comments on draft. Approximate due date: December 2nd

*The final MTR 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.*
E. Institutional Arrangement

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project’s MTR is UNDP Country Office/Guinea-Bissau.

The commissioning unit will contract the consultants and ensure the timely provision of per diems and travel arrangements into the project’s sites for the MTR team. The Project Team will be responsible for liaising with the MTR team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

F. Duration of the Work

The total duration of the MTR will be approximately 04 of weeks starting on 1st, October 2014, and shall not exceed five months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

- **September 12th**: Application closes
- **September 16th**: Selection of MTR Team
- **October 1st**: Prep the MTR Team (handover of project documents)
- **(October 20th to 23rd)** 04 days (recommended 2-4): Document review and preparing MTR Inception Report
- **(October 27th to 28th)** 02 days: Finalization and Validation of MTR Inception Report- latest start of MTR mission
- **(October 29th to November 6th)** 08 days (r: 7-13): MTR mission: stakeholder meetings, interviews, field visits
- **November 7th**: Mission wrap-up meeting & presentation of initial findings- earliest end of MTR mission
- **(November 10th to 19th)** 08 days (r: 5-10): Preparing draft report
- **(November 26th to 27th)** 02 days (r: 1-2): Incorporating audit trail on draft report/Finalization of MTR report
- **November 20th to 30th**: Preparation & Issue of Management Response
- **December 2nd**: Expected date of full MTR completion

The date start of contract is October 20th.

G. Duty Station
Identify the consultant’s duty station/location for the contract duration, mentioning ALL possible locations of field works/duty travel in pursuit of other relevant activities specially where traveling to locations at security Phase I or above will be required.

**Travel:**

- International travel will be required to (X country/countries) during the MTR mission;
- The Basic Security in the Field II and Advanced Security in the Field courses **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/](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

H. Qualifications of the Successful Applicants

The selection of consultants will be aimed at maximizing the overall “team” qualities in the following areas:

- Recent experience with result-based management evaluation methodologies;
- Experience applying SMART targets and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to Biodiversity;
- Experience working with the GEF or GEF-evaluations;
- Experience working in West Africa;
- Work experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to gender and Biodiversity; experience in gender sensitive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experiences within United Nations system will be considered an asset;

Consultant Independence:
The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project’s related activities.

APPLICATION PROCESS

I. Scope of Price Proposal and Schedule of Payments

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

Schedule of Payments:
20% of payment upon approval of the MTR Inception Report
30% upon submission of the draft MTR Report
50% upon finalization of the MTR Report
J. Recommended Presentation of Offer

a) Completed Letter of Confirmation of Interest and Availability using the template provided by UNDP;
b) Personal CV or a P11 Personal History form, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
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, supported by a breakdown of costs, as per template provided. 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. See Letter of Confirmation of Interest template for financial proposal template.

Incomplete applications will be excluded from further consideration.

K. Criteria for Selection of the Best Offer

The award of the contract will be made to the Individual Consultant who has obtained the highest Combined Score and has accepted UNDP’s General Terms and Conditions. Only those applications which are responsive and compliant will be evaluated. The offers will be evaluated using the “Combined Scoring method” where:

a) The educational background, experience on similar assignments and technical proposal will be weighted a max. of 70%;
b) The price proposal will weigh as 30% of the total scoring.

L. Annexes to the MTR ToR

Include Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects and other existing literature or documents that will help candidates gain a better understanding of the project situation and the work required.

Possible annexes include: (reference ToR Annexes in Annex 3 of Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects)

- List of documents to be reviewed by the MTR Team
- Guidelines on Contents for the Midterm Review Report
- UNEG Code of Conduct for Evaluators/Midterm Review Consultants
- MTR Required Ratings Table and Ratings Scales
- MTR Report Clearance Form
- Sample MTR Evaluative Matrix
- Progress Towards Results Matrix and MTR Ratings & Achievement Summary Tables (in Word)