

**UNDP-GEF Midterm Review  
Terms of Reference  
The National Expert**

**Project Strengthening the Institutional and Financial Sustainability  
of the National Protected Area System**

**1. INTRODUCTION**

This is the Terms of Reference (ToR) for the UNDP-GEF Midterm Review (MTR) of the full-sized project titled Strengthening the Institutional and Financial Sustainability of the National Protected Area System (PIMS#4731) implemented through the Directorate of nature protection under the Ministry of Environmental and Nature protection (MENP) of the Republic of Croatia, which is to be undertaken in 2016. The project started on **07 February 2014** 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.

**2. PROJECT BACKGROUND INFORMATION**

Croatia currently has a well-developed system of 420 protected areas, comprising: 2 Strict Reserves; 8 National Parks; 79 Special Reserves; 11 Nature Parks; 2 Regional Parks; 85 Nature Monuments; 84 Significant Landscapes/ Seascapes; 28 Forest Parks and 121 Horticultural Monuments. Collectively these protected areas cover a total area of 717,921 ha, encompassing 11.61% of the terrestrial and inland water ecosystems of Croatia and 1.97% of the country's marine territorial waters. The largest portion (>60%) of the protected area system in Croatia comprises the 'national protected areas' (Nature Parks and National Parks), covering an area of 515,084 ha. These national protected areas form the spatial focus for GEF project investment.

The project has been organised into *two components*:

The first component of the project is focused on improving the current institutional framework for national protected areas in order to address its key systemic and institutional weaknesses (weak coordination, limited performance accountability, duplication, cost-inefficiencies and inequitable distribution of funds). Under this component GEF funding will be used to develop a national planning framework for protected areas – comprising an overarching long-term strategic plan, a medium-term financial plan and a set of operational policies and guidelines – as a mechanism to better coordinate the efforts, and align the performance accountability, of the national protected area agencies (i.e. MENP, SINP and the 19 national protected area Public Institutions [PIs]). GEF resources will also be used in this component to strengthen the financial management capacities of the national protected area agencies in order to reduce cost-inefficiencies, improve revenues and develop mechanisms for revenue-sharing between parks. Further, GEF funds will be used in this component to assess the efficacy of – over the longer term – establishing a single, rationalised 'park agency' as a more enduring solution to the systemic and institutional weaknesses of the current institutional framework.

The second component of the project is focused on improving the financial sustainability of the national protected areas to ensure that they have adequate financial resources to cover the full costs of their management. In this component, GEF funds will be used to reduce the transaction costs of user pay systems in national protected areas by developing and testing on-line ticketing system and piloting mooring fees as a means of collecting revenues for boat-based access to marine national protected areas. GEF resources will also be used under this component to support the expansion and inter-linking of a number of isolated attractions/destinations in national protected areas into a more integrated tourism and recreational product in order to improve the visitor and/or user experience. Finally, GEF funding will be allocated under this component to improving the productive efficiencies in national protected areas by: (i) identifying the mechanisms required to strengthen service standards, and improve economic efficiencies in the high-income generating national parks; and (ii) encouraging the adoption of more energy efficient technologies in national protected area in order to reduce the high recurrent costs of power supply.

The project is being implemented over a period of four years. The total cost of investment in the project is estimated at US\$22,964,116, of which US\$4,953,000 constitutes grant funding from GEF and US\$18,011,116 comprises co-financing (MENP US\$ 16,700,000; UNDP US\$500,000; and National Protected area Public Institutions US\$811,116).

### **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.

### **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 ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Project Office, 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 National and Nature Park Directors and other employees working on the implementation of PARCS project activities, Individuals working in the Ministry of Environmental and Nature Protection, key experts and consultants in the subject area, Project Board, project stakeholders, local government etc.

Interviews will be held with the following organizations and individuals at a minimum:

- Ministry of Environmental and Nature Protection, Directorate for Nature Protection
- GEF Focal Point
- Croatian Agency for Environment and Nature
- Members of Project Board
- Members of Technical Work Group
- Project Manager
- National and Nature Park Directors and other relevant staff from selected parks where project has direct investments
- Selected vendors and individual consultants
- Head of UNDP Project Office Croatia

Additionally, the MTR team is expected to conduct field missions to Croatia, including the following project sites:

1. Nature Park Papuk
2. Nature Park Kopački rit
3. National Park Paklenica
4. National Park Krka
5. Nature Park Vransko Jezero
6. Nature Park Učka
7. National Park Risnjak

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.
- 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*; color 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)**

Project Strategy	Indicator1	Baseline Level2	Level in 1st PIR (self-reported)	Midterm Target3	End-of-project target	Midterm Level & Assesment4	Achievement Rating5	Justification for Rating
Objective:	Indicator (if applicable):							
Outcome 1:	Indicator 1:							
	Indicator 2:							
Outcome 2:	Indicator 3:							
	Indicator 4:							
	Etc.							
Etc.								

**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.

<sup>1</sup>Populate with data from the Logframe and scorecards

<sup>2</sup>Populate with data from the Project Document

<sup>3</sup>If available

<sup>4</sup>Colour code this column only

<sup>5</sup>Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

### 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.

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**

Measure	MTR Rating	Achievement Description
<b>Project Strategy</b>	N/A	
<b>Progress Towards Results</b>	Objective Achievement Rating: (rate 6 pt. scale)	
	Outcome 1 Achievement Rating: (rate 6 pt. scale)	
	Outcome 2 Achievement Rating: (rate 6 pt. scale)	
	Outcome 3 Achievement Rating: (rate 6 pt. scale)	
	Etc.	
<b>Project Implementation &amp; Adaptive Management</b>	(rate 6 pt. scale)	
<b>Sustainability</b>	(rate 4 pt. scale)	

## 6. TIMEFRAME

The total duration of the MTR will be approximately 20 men/days during the period of 10 weeks starting 22 February 2016, and shall not exceed four months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

TIMEFRAME	ACTIVITY
15-22 February 2016	Advertisement
22 February 2016	Application closes
22- 26 February 2016	Select MTR Team/contract issuance process
29 February 2016	Contract begins



	Prep the MTR Team (handover of Project Documents)
29 February – 21 March 2016 (max 3 working days)	Project Document Review Preparing MTR Inception Report
21 March 2016  (max 1 working day in-country)	Inception meeting at UNDP Project Office  Finalization and Validation of MTR Inception Report- latest start of MTR mission
21-30 March 2016  (max 6 working days in-country)	MTR mission: stakeholder meetings, interviews, field visits
30 March 2016  (max 1 working days in-country)	Mission wrap- up meeting & presentation of initial findings- earliest end of MTR mission  earliest end of MTR mission
04 April - 08 April 2016 (5 working days)	Preparing draft report
18 April - 25 April 2016  (0 working days for consultant)	Circulation of draft report for comments
26 April - 29 April 2016  (max 4 working days)	Incorporating audit trail from feedback on draft report/Finalization of MTR report  Preparation & Issue of Management Response
02 May 2016	Expected date of contract closure

## 7. MIDTERM REVIEW DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	<b>MTR Inception Report</b>	MTR team clarifies objectives and methods of Midterm Review	No later than 2 weeks before the MTR mission: draft by 14 March 2016	MTR team submits to the Commissioning Unit and project management
2	<b>Presentation</b>	Initial Findings	End of MTR mission: 30 March 2016.	MTR Team presents to project management and the Commissioning Unit
3	<b>Draft Final Report</b>	Full report (using guidelines on content outlined in Annex B) with annexes	Within 3 weeks of the MTR mission: by 08 April 2016.	Sent to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, GEF OFF
4	<b>Final Report*</b>	Revised report with audit trail detailing how all received comments	Within 1 week of receiving UNDP comments on draft:	Sent to the Commissioning Unit

	have (and have not) been addressed in the final MTR report	by 2 May 2016	
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\*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 the Croatia UNDP Project Office.

The commissioning unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country 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.

Responsibilities of a team expert:

- Works closely with the Team Leader;
- Review documents and collect all data necessary for conducting an analysis of as per the scope of the evaluation described below;
- Prepares inputs and analyses according to Team Leader instructions, particularly for documents available in Croatian only;
- Draft related parts of the evaluation report and ensures that they are available in a timely manner;
- Facilitates and supports evaluation process;
- Assist Team Leader in finalizing document through incorporating suggestions received on draft related to his/her assigned sections.

The selection of a team expert will be aimed at maximizing the overall "team" qualities in the following areas:

- A Master's degree in environmental studies, development studies, social sciences and/ or other closely related field;
- At least 5, preferably 10 years of relevant experience;
- Knowledge of the system of the protected areas in Croatia;
- Knowledge of the financial instruments and policies of relevance for natural resources management in Croatia;
- Direct experience with institutions for nature protection in Croatia would be considered as an advantage;

- Project evaluation/review experiences within United Nations system will be considered an asset;
- Experience working with the GEF or GEF-evaluations;
- Demonstrated understanding of issues related to gender and Biodiversity; experience in gender sensitive evaluation and analysis.
- Recent experience with result-based management;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to multi-focal areas;
- Excellent Croatian and English communication skills;
- communication skills;
- Demonstrable analytical skills.

## 10. PAYMENT MODALITIES AND SPECIFICATIONS

10% of payment upon approval of the final MTR Inception

Report 30% upon submission of the draft MTR report

60% upon finalization of the MTR report

Travel cost will be paid separately, 80% prior to the mission in Croatia, and 20% upon completion of the mission.

## 11. APPLICATION PROCESS<sup>9</sup>

### Recommended Presentation of Proposal:

1. **Proposal:** Brief proposal explaining why you are the most suitable for this consultancy including confirmation on availability to take up assignment for the whole period.
2. **Financial proposal:** The financial proposal must indicate Lump sum professional fee and lump sum travel related expenses (except Air tickets to project sites) in Zagreb, Croatia.  
**To submit Financial Proposal, please use Template of Submission of Financial Proposal provided in Annex I.**
3. Personal CV and/or P.11 including past experience in similar projects and the name and contact details of 3 references.

Proposal should be submitted by email to [registry.hr@undp.org](mailto:registry.hr@undp.org) no later than **22 February 2016.**

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

1. PIF
2. PPG
3. UNDP Project Document
4. UNDP Environmental and Social Screening results
5. Project Inception Report
6. All Project Implementation Reports (PIR's)
7. Project progress reports and work plans presented to Project Board and Technical Work Group
8. Finalized GEF focal area Tracking Tools at CEO endorsement and mid-term
9. Oversight mission reports
10. All monitoring reports prepared by the project
11. Financial and Administration guidelines used by Project Team

The following documents will also be available:

13. Project operational guidelines, manuals and systems
14. UNDP project office programme document(s)
15. Minutes of the 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
    - 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 (METT, FSC, Capacity scorecard, etc.)

**ToR ANNEX C: Midterm Review Evaluative Matrix Template**

Evaluative Questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
(include evaluative question(s))	(i.e. Relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)	(i.e. Project documents, national policies or strategies, websites, project staff, project partners, data collected throughout the MTR mission, etc.)	(i.e. Document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)
Progress towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			

<b>Project Implementation and Adaptive Management:</b> 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 monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
<b>Sustainability:</b> To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			

**ToR ANNEX E: MTR Ratings**

<b>Ratings for Progress Towards Results: (one rating for each outcome and for the objective)</b>		
6	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".
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets, with only significant shortcomings.
3	Moderately Unsatisfactory (MU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	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.

<b>Ratings for Project Implementation &amp; Adaptive Management: (one overall rating)</b>		
6	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".
5	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.
4	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.



3	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.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.

**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:

OGHJETH SKUNIGT

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 Zagreb, Croatia (Place) on

22.02.2016. (Date)

Signature:

Oprijan Skunig

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

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

<b>Midterm Review Report Reviewed and Cleared By:</b>	
<b>Commissioning Unit</b>	
Name: _____	
Signature: _____	Date: _____
<b>UNDP-GEF Regional Technical Advisor</b>	
Name: _____	
Signature: _____	Date: _____