**Terms of Reference for Terminal Evaluation**

BASIC INFORMATON Location: Uganda Application Deadline: July 30th, 2015 Type of Contract: Individual Contract

Post Level: International Consultant Languages Required: English Starting Date: (date when the selected candidate is expected to start) October 15th, 2015 Duration of Initial Contract: 20 working days Expected Duration of Assignment: 20 working days

BACKGROUND

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the ENABLING ENVIRONMENT FOR SLM TO OVERCOME LAND DEGRADATION IN THE UGANDA CATTLE CORRIDOR DISTRICTS (PIMS 00058105)

The essentials of the project to be evaluated are as follows: Project Title: ENABLING ENVIRONMENT FOR SLM TO OVERCOME LAND DEGRADATION IN THE UGANDA CATTLE CORRIDOR DISTRICTS GEF Project ID: 3227 UNDP Project ID: 00072031 GEF Focal Area: Land degradation Executing Agency: Ministry of Finance, Planning and Economic Development Other Partners involved: Ministry of agriculture, Animal Industry and fisheries, Ministry of Lands, Housing and Urban development, Ministry of Trade Industry and Cooperatives, Ministry of Energy and Mineral development. GEF financing at endorsement (Million US$): 1,830,730. Total co-financing financing at endorsement (Million US$): 2,400,000 ProDoc Signature (date project began): 12/08/2010 (Operational) Closing Date (proposed): 31/12/2015

OBJECTIVE AND SCOPE:

The overall goal of the project is sustainable land management that provides the basis for economic development, food security and sustainable livelihoods while restoring the ecological integrity of the cattle corridor ecosystem. This project was designed to provide land users and managers with the enabling policy, institutional and capacity environment for effective adoption of SLM within the cattle corridor production system, which goal would be achieved through 3 major outcomes including:

1) The policy, regulatory and institutional environment support sustainable land management in the cattle corridor ( in particular policy and legislation for sustainable charcoal and the security of tenure strengthened); 2) Knowledge based land use planning forms basis for improving drylands farming and pastoralism for sustainable economic development (Capacity for land use planning developed and utilized); 3) Local economic development facilitated through diversification and access to finance and insurance; 4) Project managed effectively and lessons used to upscale SLM in the cattle corridor districts and the country.

At mid-term, a review was carried to assess the implementation of the project as well as the extent to which it had achieved its intended objectives and results, and generating lessons learnt to guide the implementation of the remaining activities of Project. MTR findings highlighted that the project is relevant for both the communities , the districts and Uganda as a nation in their needs to alleviate poverty through improved land productivity, and relevant for the implementation of the UNCCD. The MTR highlighted that the project had significant impacts at the community and district levels and its institutional framework was good enough to ensure sustainability of results at the national, sector level, at district and community levels. The project built capacity of districts to mainstream SLM into their development plans and budgets, trained established CBOs in resource mobilization and carried out activities that addressed long term environmental challenges and addressed all risks that would deter sustainability. The review noted that the project contributed to the United Nations Development Assistance Framework outcome focusing on supporting development of sustainable livelihoods and employment for vulnerable segments of the population in Uganda, through building the capacity of the UNCCD Focal Point, improving agricultural systems for increased productivity, reducing economic and gender disparities, environmental shocks and recovery; and to National Development Plan by spearheading the smallholder productivity revolution in Uganda that systematically integrates Sustainable Land Management [SLM] in the agricultural production systems. Overall, the project was rated as proceeding in the right track but needed to scale up the activities.

The Terminal Evaluation (TE) will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the ‘UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects’ (2012), henceforth referred to as ‘TE Guidance’. The overall objective of this TE is to assess the extent of achievement of the intended long term results defined in the PRODOC, and identify opportunities, challenges and lessons learnt during implementation, and determine relevance of a next phase of programming. The specific objectives of the TE are to:-  assess the extent to which project activities have delivered global environmental benefits  identify the impact of project activities on the target beneficiaries, particularly regarding local economic development  Identify the changes in the policy/regulatory environment and the effects they have on SLM/sustainable charcoal production in Uganda  Identify results of the project that should be scaled up into the rest of the country

Scope of work The Lead Consultant/Team Leader will have overall responsibility for the work and operations of the evaluation team, including the coordination of inputs from the national consultant. The lead consultant is responsible and overall accountable for the production of the agreed products and s/he will deliver on the following: i. Identify strengths and weaknesses in the project design and implementation ii. Ascertain achievements to date; to what extent the project has moved towards achievement of the objectives and outputs under the three outcomes in the results framework and the need for continued focus iii. Assess likelihood of sustainability of results iv. Examine the significance of un-expected results, whether beneficial or detrimental in character v. Assess to what extent the project has contributed to building capacity at national, district and community levels to formulate, implement and monitor actions/activities for sustainable land management vi. Identify and assess lessons learnt and best practices in relation to achievement of the project objectives and outputs vii. Assess how this SLM project has adapted to emerging issues and trends such as climate change, energy and other emerging issues, etc. viii. Assess the validity of assumptions used in the development of the this SLM project;

EVALUATION APPROACH AND METHOD:

An overall approach and method for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the TE Guidance. A set of questions covering each of these criteria is provided to the selected evaluator. The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence‐based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders.

DUTIES AND RESPONSIBILITIES

The evaluator is expected to conduct a field mission to project sites in Nakasongola and Kamuli districts. Interviews will be held with the following organizations and individuals at a minimum: Ministry of Agriculture Animal; Industry and Fisheries, National Agricultural Research Organization, Ministry of Energy and Mineral Development, Ministry of Lands, Housing and Urban development, Ministry of Water and environment, ministry of Finance, and Ministry of Trade and Industry, Nakasongola and Kamuli district local governments.

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. The project team will provide all the necessary documents to the selected evaluator. The obligatory rating scales must be completed and included in the evaluation executive summary. The lead consultant will compile the required reports and present the key findings highlighting achievements, constraints, and make practical recommendations to decision makers and stakeholders, and finalize the Terminal Evaluation Report using the required format as shall be informed. Compile the reports as needed.

EVALUATION CRITERIA & RATINGS: An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework, which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: relevance, effectiveness, efficiency, sustainability and impact. Ratings must be provided on the following performance criteria:

 Monitoring and Evaluation design at entry  Monitoring and Evaluation Plan Implementation  Overall quality of M&E  Relevance  Effectiveness  Efficiency  Overall Project Outcome Rating  Quality of UNDP Implementation – Implementing Agency (IA)  Quality of Execution - Executing Agency (EA)  Overall quality of Implementation / Execution  Sustainability of Financial resources  Socio-political Sustainability  Institutional framework and governance sustainability  Environmental sustainability  Overall likelihood of sustainability

PROJECT FINANCE AND CO-FINANCE:

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

MAINSTREAMING: UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global projects. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

IMPACT:

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements [a useful tool for gauging progress to impact is the 2009 Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office].

CONCLUSIONS, RECOMMENDATIONS & LESSONS: The evaluation report must include a chapter providing a set of conclusions, recommendations and lessons.

IMPLEMENTATION ARRANGEMENTS:

The principal responsibility for managing this evaluation resides with the UNDP CO in Uganda. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

EVALUATION TIMEFRAME: The total duration of the evaluation will be 20 days over a time period of 3 weeks (recommended: 10-12), according to the following plan:

 Preparation: 3 days; expected completion: October 20, 2015  Evaluation Mission: 10 days; expected completion date: November 3rd, 2015.  Draft Evaluation Report: 5 days; expected completion: November 10th, 2015.  Final Report: 2 days; expected completion: date: 27th November, 2015.

DELIVERABLES: The evaluation team is expected to deliver the following:

 Inception Report: Evaluator provides clarifications on timing and method, Evaluator submits to UNDP CO no later than 2 weeks before the evaluation mission  Presentation of Initial Findings: Evaluator submits to project management and UNDP CO at the end of evaluation mission  Draft Final Report: Full report (per template provided in TE Guidance) with annexes, Evaluator submits to CO within 3 weeks of the evaluation mission, reviewed by RTA, PCU, GEF OFPs  Final Report: Revised report, Evaluator submits to CO within 1 week of receiving UNDP comments on draft

\*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

PAYMENT MODALITIES AND SPECIFICATIONS:

 20%- at submission and approval of inception report  30%- Following submission and approval of the 1st draft terminal evaluation report  50%- Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report)

COMPETENCIES

CORPORATE COMPETENCIES:  Demonstrates integrity by modelling the UN’s values and ethical standards;  Promotes the vision, mission and strategic goals of UN/UNDP;  Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;

FUNCTIONAL COMPETENCIES:  Ability to lead strategic planning, results-based management and reporting;  Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;  Consistently approaches work with energy and a positive, constructive attitude;  Demonstrates good oral and written communication skills;  Demonstrates ability to manage complexities and work under pressure, as well as conflict resolution skills.  Capability to work effectively under deadline pressure and to take on a range of responsibilities;  Ability to work in a team, good decision-making skills, communication and writing skills.

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the UNEG ‘Ethical Guideline for Evaluations’.

REQUIRED SKILLS AND EXPERIENCE The evaluation team will be composed of (1 international and 1 national evaluators). The International evaluator will be the team leader and will be responsible for finalizing the report). The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

EDUCATION:  PhD or MSc degree and at least 7 years’ experience in natural resources management, Agriculture, climate change adaptation/ mitigation, socio-economic development or related fields.

LANGUAGE REQUIREMENT

 Excellent English writing and communication skills;

EXPERIENCE:  Minimum 7 years of relevant professional experience;  Knowledge of UNDP and GEF requirements;  Previous experience with results‐based monitoring and evaluation methodologies;

 Technical knowledge in the targeted focal area(s) including SLM, dryland agriculture, development processes with CBOs and grass root communities, and understanding of both conservation and development decision-making processes at national and district level is essential.  Experience with evaluating similar UN or GEF financed projects is an advantage  Familiarity and knowledge of the UN Convention to Combat Desertification, integrated approaches to drylands development and capacity development projects would be an asset  Experience in leading small multi-disciplinary, multi-national teams to deliver quality products in high stress, short deadline situations.

LANGUAGE:  Advanced knowledge of English.

APPLICATION REQUIREMENTS:

Qualified candidates are requested to apply online via this website. The application should contain:  CV in English  Technical and Financial Proposal\*- (using the standard template) Costs related to missions will be paid separately as per UNDP rules and regulations; (see Annex I)  Incomplete applications will not be considered. Please make sure you have provided all requested materials.  Please note that UNDP jobsite system allows only one uploading of application document, so please make sure that you merge all your documents into one single file.

\*Please note that the financial proposal is all-inclusive and shall take into account various expenses incurred by the consultant/contractor during the contract period (e.g. fee, health insurance, vaccination and any other relevant expenses related to the performance of services).

Payments will be made only upon confirmation of UNDP on delivering on the contract obligations in a satisfactory manner.

Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director. Consultants are also required to comply with the UN security directives set forth under dss.un.org

General Terms and conditions as well as other related documents can be found under: http://on.undp.org/t7fJs.

Due to large number of applications we receive, we are able to inform only the successful candidate(s) about the outcome or status of the selection process.

EVALUATION OF APPLICANTS: Individual consultants will be evaluated based on a cumulative analysis taking into consideration the combination of the applicants’ qualifications and financial proposal.

The award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

 Responsive/compliant/acceptable; and  having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. 70% - 30%.

 Technical Criteria weight; [70%] Financial Criteria weight; [30%]

 Only candidates obtaining a minimum of 490 points (70% of the total technical points) would be considered for the Financial Evaluation. Technical Criteria – Maximum 1000 points:

 Expertise of the Individual (Qualifications and Experience) – 300 Points;  Description of approach/methodology to assignment/logical plan of action – 700 Points.

Interested individual consultants must submit the following documents/information to demonstrate their qualifications in one single PDF document on this jobs website:

1) Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP (Annex II). 2) Personal CV or P11, 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. 3) Technical proposal: a. Brief description of why the individual considers him/herself as the most suitable for the assignment b. A methodology, on how they will approach and complete the assignment. 4) Financial proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided (Annex II)

Annexes

 Financial proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided (Annex II);  Annexes I (Terms & Conditions) and II - may be downloaded from the UNDP Procurement Notices Website - http://procurement-notices.undp.org/ - under reference # 23658. For further clarifications, please contact; fredah.zawedde@undp.org; justine.naiga-bagonza@undp.org and diana.nabbanja@undp.org;  Interested applicants should submit applications through uploading of all their required documentation in one single pdf document on this website only.