

TERMS OF REFERENCE FOR THE TERMINAL EVALUATION

“Consolidation of Cabo Verde’s Protected Areas System”

INTERNATIONAL CONSULTANT

INTRODUCTION

In accordance with the UNDP and GEF M&E policies and procedures, a terminal evaluation of the full-size project “” implemented through the Directorate General of Environment is required. The project started on 2010 and is now on its fourth and last year of implementation. This Terms of Reference (ToR) sets out the expectations for this terminal evaluation.

The essentials of the project to be reviewed are as follows:

Project Title:	Consolidation of Cape Verde’s Protected Areas System				
UNDP Project ID:	PIMS 4176	Project financing	<i>at endorsement (Million US\$)</i>	<i>at MTE (Million US\$)</i>	<i>At Terminal Evaluation (Million US\$). Amounts disbursed as of 1st February 2015</i>
ATLAS Project ID:	00072402	GEF financing:	\$3,100,000 USD		\$ 3,059,668 USD
Country:	Cabo Verde	IA/EA own:	\$200,000 USD		\$ 200,000 USD
Region:	West Africa	Government:	\$783,000 USD		\$ 769,579 USD
Focal Area:	Biodiversity	Other:	\$100,000 USD		\$ 90,573.41 USD
GEF Focal Area Strategic Program		Total co-financing:			
Executing Agency:	Directorate General of Environment (DGA)	Total Project Cost in cash :	\$4,183,000 USD		\$ 4,119,820 USD
Other Partners involved:		ProDoc Signature (date project began):		4/08/2010	
		Planned closing date: 30/05/2014		Revised closing date: 31/12/2014	

OBJECTIVE AND SCOPE

The project was designed to conserve globally significant terrestrial and marine biodiversity in priority ecosystems of Cape Verde through a protected area system’s approach. The project’s objective is to

consolidate and strengthen Cabo Verde's protected areas (PA) System through the establishment of new terrestrial and marine PA units and the promotion of participatory approaches to conservation.

In partnership with the Global Environment Facility (GEF) and the United Nations Development Programme (UNDP), the Government of Cabo Verde is currently implementing an integrated programme which aims at conserving globally significant biodiversity in Cabo Verde through the consolidation of the national system of protected areas (PAs). The programme is the second phase of a protected areas program. It is also expected to contribute to halting and reversing existing degradation of land and water resources within the protected areas and adjacent landscapes at the same time that it promotes the creation of income-generating alternative livelihood options for local communities that live in the surroundings of the PAs.

The programme is implemented by the Ministry of Environment, Housing and Land Planning through the General Direction of Environment (DGA) on the basis of national implementation modalities (NIM) and the support of UNDP as GEF implementing agency. DGA is the institutional focal point, responsible for project implementation and facilitation of operational procedures with the Country Office of United Nations Development Program (UNDP) and other funding partners.

The project's Phase II is to be implemented over a four-year period, having started in late 2010 and was completed in December 2014. The current phase focuses on strengthening and consolidating the country's nascent PA System.

This approach rest on three main pillars: First, strengthening of the institutional, policy and legal framework for PA system management, with particular respect to financial sustainability. Second, increasing the level of operationalization of sites so that Cabo Verde can gain experience in protected areas management and can avert direct threats to the biodiversity contained in PAs and MPAs; and third, widespread dissemination of stakeholder participation in PA management and different models piloted.

The key outcomes of the project are:

1. The strengthening of the governance framework for the expansion, consolidation and sustainability of the National PA system;
2. The enhancement of the management effectiveness at selected terrestrial and coastal/marine PAs; and
3. The strengthening of PA's sustainability through community mobilization, sectoral engagement and local capacity building for sustainable resource management within PAs/MPAs and adjacent areas

The programme is designed to significantly strengthen capacities for PA management in the country in its efforts to conserve the island's ecosystems and undertake long-term adaptive management against potential future degradation of Cabo Verde's environment. It is also expected to contribute to sustainable development and poverty alleviation in the project's zone of influence as well as to the attainment of the Millennium Development Goals.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the "[Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects](#)" (2012).

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

The TE will provide an independent analysis of the efficiency and effectiveness of the project's partners and their strategy in achieving project intended results. Terminal evaluation is expected as well to assess the relevance and sustainability of outputs as contributions to medium-term and longer-term outcomes.

For GEF Secretariat, TE promotes accountability for achievement of GEF objectives through the assessment of results, effectiveness, processes, and performance of the partners involved in GEF activities. The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The Terminal Evaluation is intended to identify weaknesses and strengths of the project design and implementation strategy to come up with recommendations to avoid or address similar issues in future

projects to be implemented by DG Environment, UNDP and/or any other national partners and stakeholders.

The TE must provide evidence based information that is credible, reliable and useful. The evaluation team 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, implementing partner, UNDP GEF Regional Technical Adviser and key stakeholders.

The evaluation mission will also identify lessons learnt and best practices from the project which could be applied to future and other on-going projects. The international consultant for this evaluation is expected to identify lessons learnt and best practices from other protected areas and biodiversity conservation & protected Areas projects that could guide technical recommendations and improvements, specially targeting the “ Mainstreaming biodiversity conservation into the tourism sector in synergy with a further strengthened protected areas system in Cabo Verde” project - currently under preparation- as well as the SGP interventions on the biodiversity focal area.

In summary, the project Terminal Evaluation has as its main objectives:

1. To ensure accountability for the achievement of the GEF objective
2. To enhance organizational and development learning
3. To enable informed decision-making

The **scope** of the Terminal Evaluation will cover all activities undertaken in the framework of the project. The evaluators will compare planned outputs of the project to actual outputs and assess the actual results to determine their contribution to the attainment of the project outcomes and objectives.

The evaluation should cover at minimum the five evaluation criteria considered by UNDP Evaluation Office:

Box 3. UNDP Evaluation Criteria	
1. Relevance	<ul style="list-style-type: none"> ▪ The extent to which the activity is suited to local and national development priorities and organizational policies, including changes over time. ▪ the extent to which the project is in line with the GEF Operational Programs or the strategic priorities under which the project was funded. ▪ Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.
2. Effectiveness	<ul style="list-style-type: none"> ▪ The extent to which an objective has been achieved or how likely it is to be achieved.
3. Efficiency	<ul style="list-style-type: none"> ▪ The extent to which results have been delivered with the least costly resources possible; also called cost effectiveness or efficacy.
4. Results	<ul style="list-style-type: none"> ▪ The positive and negative, foreseen and unforeseen changes to and effects produced by a development intervention. ▪ In GEF terms, results include direct project outputs, short to medium-term outcomes, and longer term impact including global environmental benefits, replication effects and other local effects.
5. Sustainability	<ul style="list-style-type: none"> ▪ The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. ▪ Projects need to be environmentally, as well as financially and socially sustainable.

The conclusions should be comprehensive and balanced, and highlight the strengths, weaknesses and outcomes of the project. They should be well substantiated by the evidence and logically connected to the terminal evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and solutions to important problems or issues pertinent to project beneficiaries, UNDP, DG Environment (acting as implementing agency) and GEF.

The recommendations should be feasible and directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.

The terminal evaluation report should also include, if available, lessons that can be taken from the evaluation, including best (and worst) practices that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions, especially for the mainstreaming biodiversity conservation in tourism and fisheries project, but also for general PA management and DG Environment programming and implementation.

The evaluation assessment should cover, at minimum, 3 general areas/categories, for which conclusions and recommendations should be provided and lessons learned identified:

1. *Project formulation*
2. *Project implementation*
3. *Project results*

EVALUATION APPROACH AND METHOD

An overall approach and method¹ 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 UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR ([Annex C](#)) 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. The evaluator is expected to conduct a field mission to Cabo Verde including the following potential project islands: S.Antão, S.Vicente, Fogo, and Sal e Boavista. Interviews will be held with the following organizations and individuals at a minimum: beneficiaries, the Project Managers, institutional partners, Finance and Operation Manager & project assistant at UNDP CO, Directorate General of Environment, finance Officer and Program Officer at executing partner.

¹ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

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. A list of documents that the project team will provide to the evaluator for review is included in [Annex B](#) of this Terms of Reference.

The Terminal Evaluation will be conducted in a participatory manner working on the basis that its essential objective is to assess the project implementation and impacts in order to provide basis for improvement in the implementation and other decisions.

The mission will start with a desk review of project documentation and relevant country and GEF Focal area strategic documents and also take the following process:

- a. Desk review of project document, outputs, monitoring reports, such as Project Inception Report, Minutes of Project Board meetings and Technical Support and Advisory Team meetings, Project Implementation Review (PIR), MTR final report and management responses, Quarterly Progress Reports, M&E framework, mission reports and other internal documents including financial reports and relevant correspondence;
- b. Review of specific products including datasets, management and action plans, publications, audiovisual materials, technical packages, consultancies reports and other materials and reports;
- c. Interviews with the Project Managers (project coordinator & site or island-wide office coordinators technical specialist and other project staff
- d. Interview with Program Officers in charge of project oversight at UNDP CO;
- e. Interview with project institutional partners (list to be detailed):
- f. Finance and Operation Manager & project assistant at UNDP CO intervening in disbursement process, cash advances and justification
- g. Interview with project executing agency: Directorate General of Environment; finance Officer and Program Officer at executing partner;
- h. Field visits (considering that the project islands are: S.Antão, S.Vicente, Fogo, Sal e Boavista, and one ample can be considered) to conduct consultations and/or interviews with relevant

stakeholders involved, including government’s representatives, local communities, NGO’s, private sector, donors, other UN agencies and organizations.

- i. Field visit to sample project sites with the purpose of interviewing project local partners and beneficiaries (community associations, local officials, school managers, etc.). Focus-group, questionnaires or any other appropriated participatory techniques for gathering information should be proposed and utilized as needed.

The evaluation report minimum contents and outline will be discussed with evaluation team at the beginning of their assignment. They will, at minimum the evaluation findings and ratings, as required by UNDP/GEF guidelines for TE. How the information has been obtained and analyzed should be specifically explained and all statements should be properly detailed, supported and explained.

EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see Annex A), 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. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex D.

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA& EA Execution	<i>rating</i>
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

The evaluators may also consider assessing the success of the project based on outcome targets and indicators and using the performance indicators established by GEF for Biodiversity & Protected Areas projects. The following items should be considered for analysis and rating purposes:

- Achievement of objectives and planned results
- Attainment of outputs and activities
- Coverage
- Replicability
- Stakeholders participation
- Country ownership

PROJECT FINANCE / COFINANCE

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

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

MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. 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.²

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 review resides with the UNDP Country Office (UNDP CO) in Praia, Cape Verde. The UNDP CO will contract the consultants and ensure the timely provision of scheduled payments. The project team will be responsible for liaising with the review team to set up stakeholder interviews, arrange field visits with missions, coordinate with the Government etc. The project coordination unit (PCU) currently engaged with DG Environment, will assist the review team with travel arrangements and scheduling. The PCU is responsible as well for providing logistics for debriefing session.

Considering that the project interventions are in (5) five islands: S.Antão, S.Vicente, Fogo, Sal e Boavista, for field visits one sample of protected areas can be defined considering the specific context. Note that the National Project Management Unit and the main institutions (Ministries and UNDP) are based in Praia, which requires for the evaluation mission to start in Praia and plan enough time in the capital for partner's and stakeholder's interviews and debriefing. The financial proposal must take in to account the internal flights³.

² A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROtI Handbook 2009](#)

³ Information on prices for internal flights is available in <http://flytacv.com/tacv/>

The Head of Environment, Energy and Disaster Prevention at the Joint Office of UNDP/UNFPA/UNICEF (Antonio Querido) will be the supervisor of this consultancy.

EVALUATION TIMEFRAME

The total duration of the evaluation will be 29 days over a time period of 10 weeks according to the following plan:

Activity	Timing	Completion Date
Preparation	4 days	30th March
Evaluation Mission and debriefing	15 working days	20th April to 2 nd May
Draft Evaluation Report	6 days	15th May
Final Report	4 days	5th June

EVALUATION DELIVERABLES

The evaluation team is expected to produce the following deliverables to UNDP, DGA, GEF Operational and Political Focal Points, UNDP/GEF- and the Project Board (Steering and Technical Committee):

Deliverable	Content	Timing	Responsibilities	Payment Schedule
Contract signing				10%
Inception Report	Review team clarifies timing and method of evaluation	No later than 2 weeks before the evaluation mission	Evaluation team submits to UNDP Country Office	15%
Presentation (in Portuguese)	Initial Findings	End of evaluation and field mission	To project management and UNDP Country Office; and key stakeholders	
Draft Final Report	Full report, (per annexed template) with annexes + Executive summary (in English and Portuguese)	Within 3 weeks of the review mission	Sent to UNDP CO, reviewed by RTA, PCU, DGA, GEF Operational and Political Focal Point	40%
Final Report*	Revised report with audit trail detailing how all received comment have (and have not) been addressed in the final review report).	Within 1 week of receiving comments on draft report from UNDP, executing agency (DGA) and GEF OFP	Sent to UNDP CO	35%

*The final report together with the annexes shall be written in English and Portuguese and shall be presented in electronic form- in MS Word format to facilitate comments-and PDF format.

*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.

TEAM COMPOSITION

The evaluation team will be composed of *1 international evaluator (team leader) and 1 national evaluator*. The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. 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.

Two consultants with the following qualifications shall be engaged to undertake the evaluation working concurrently according to the planned schedule. The international consultant, who will have in depth understanding of UNDP and GEF projects including evaluation experience, will be designated as the team leader and will have the overall responsibility of organizing and completing the review, and submitting the final report. The national consultant will provide supportive roles both in terms of professional back up, policy and project documentation review and analysis, preparation and conduct of local meetings. Additionally, the national consultant will lead the draft and final evaluation report review by national stakeholders, compiling national partners' comments, questions and contributions.

The collection of documents is to be done by National Consultant, with support from project team and national implementing partner staff (at site & HQ), prior to commencing the work. The International Consultant has the overall responsibility for completing the desk review prior to the country mission to Cabo Verde, and for submitting the final report following the country mission. The consultants will sign an agreement with UNDP Cabo Verde and will be bound by its terms and conditions set in the agreement.

The Team members must present the following qualifications:

1. Recent knowledge of result-based management evaluation methodologies
2. Recent knowledge of participatory monitoring approaches

3. Experience applying SMART indicators and reconstructing or validating baseline scenarios
4. Recent knowledge of the GEF Monitoring and Evaluation Policy
5. Experience applying UNDP's results-based evaluation policies and procedures
6. Competence in Adaptive Management, as applied to biodiversity conservation or natural resource management
7. Recognized expertise in the management of island biodiversity and/or arid and semi-arid ecosystems
8. Familiarity with protected area policies and management structures in Cape Verde
9. Demonstrable analytical skills
10. Experience with multilateral or bilateral supported conservation projects
11. Both team members with excellent Portuguese communication skills (or Spanish for the international evaluator) and English (oral, written and presentation).

Qualifications of Team Leader (International consultant)

1. International consultant with academic and professional background in fields related to Biodiversity Conservation and Protected Areas Management. A minimum of 5 years of relevant experience is required;
2. Substantive experience in reviewing and evaluating similar projects, preferably those involving UNDP/GEF or other United Nations development agencies or major donors;
3. Excellent English writing and communication skills. Portuguese, French or Spanish reading and communication skills. The consultant must bring his/her own computing equipment;
4. Demonstrate ability to assess complex situations, succinctly distils critical issues, and draw forward-looking conclusions and recommendations;
5. Highly knowledgeable of participatory monitoring and evaluation processes, and experience in evaluation of technical assistance projects with major donor agencies;
6. Ability and experience to lead multi-disciplinary and national teams, and deliver quality reports within the given time;
7. Familiarity with the challenges developing countries to develop, strengthen and ensure sustainability of protected area system
8. Familiarity with Cabo Verde or similar SIDS (Small Islands Developing States) countries; and

9. Excellent in human relations, coordination, planning and team work.
10. Excellent feedback-giving skills and culture sensitiveness

National consultant will be recruited separately, according to specific terms of reference, in line with roles and responsibilities outlined here. ToR for national consultancy will be built on the evaluation team collective experience searched and will ensure complementarity.

EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'](#)

PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
10%	At contract signing
15%	Following the approval of inception report
40%	Following submission and approval of the 1 ST draft terminal evaluation report
35%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

APPLICATION PROCESS

All applications including P11 form, CV, and technical and financial proposals should be submitted to the email address, procurement.cv@cv.jo.un.org indicating the following reference “International Consultant for **Terminal Evaluation – Consolidation of the Cape Verde’s Protected Area system**” by 6th March COB. Incomplete applications will be excluded from further consideration.

Recommended Presentation of Proposal:

- Cover Letter;
- Curriculum Vitae (CV) and P11 form;
- Proposed evaluation methodology, approach to conduct on the field mission and desk-review phase and work plan;

- Financial proposal, including proposed fee and all other travel related costs (such as flights tickets (international and national), living allowance, etc.).
- Sample of executive summary of a Terminal evaluation, mid-term review or any other type of evaluation report led by the applicant

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, experience on similar assignments and technical proposal for evaluation 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.

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.

Terms of reference approved by:

António Querido

(Head of Environment, Energy and Disaster Prevention at the Joint Office of UNDP/UNFPA/UNICEF)

Praia, 18th February 2014

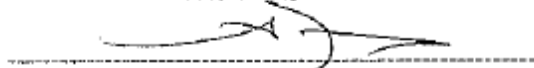
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(Head of Environment, Energy and Disaster Prevention at the Joint Office of UNDP/UNFPA/UNICEF)

Praia, 18th February 2014

ANNEX A: PROJECT LOGICAL FRAMEWORK (PRODOC VERSION)

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Assumptions
Objective – To consolidate and strengthen Cape Verde’s protected areas (PA) System through the establishment of new terrestrial and marine PA units and the promotion of participatory approaches to conservation.	1. The overall level of the PA System that is operational increases from a baseline of 3,700 ha or 6% of the gazetted PA/MPA estate as result of the project	Only 3,700 ha or 6% of the gazetted PA/MPA estate is currently operational	As a cumulative GEF investment in Cape Verde, 76,772 ha or 73% of the PA/MPA expanded estate are operational, as independently verified by project evaluators	Mid-Term and Final Evaluations	Baseline conditions in the selected PA can be extrapolated with a high confidence level to other Cape Verde PAs, and lessons learned can be successfully disseminated. Some development sectors and private enterprises (i.e. tourism, real-estate) will collaborate effectively towards PA management.
	2. Average sea turtle emergences in specific areas (t.b.d) within the three target MPA sites for the project <i>Sites are: Serra Negra/Costa da Fragata, Ponta do Sinó, and Parque Marinho do Leste de Boavista</i>	Baseline values t.b.d by specialists upon project inception	Target values t.b.d by specialists upon project inception	Field surveys carried out in connection with the project’s ecological monitoring system	
	3. Rate of native/endemic species vegetative growth versus IAS cover in specific areas of target terrestrial PA sites for the project <i>Sites are: Chã das Caldeiras NP; Monte Verde NP; Morroços NP; and Cova/Paúl/R da Torre NP</i>	Baseline values t.b.d by specialists upon project inception	Target values t.b.d by specialists upon project inception	Field surveys carried out in connection with the project’s ecological monitoring system	
Outcome 1 – Governance framework for the expansion, consolidation and sustainability of the National PA system is	1. Increased scores on the UNDP’s Financial Sustainability Scorecard for National Systems of Protected Areas over the baseline	Total Score for PA System = 33 out of a total possible score of 197 (i.e. 17%) <i>Refer to Error! Reference source not found. and Error!</i>	Scores, expressed in absolute terms, increase by at least 30%	Application of UNDP’s Financial Sustainability Scorecard (as part of the	There is full commitment from the MADDRM and the Ministry of Finance to support financially and technically the

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Assumptions
strengthened		Reference source not found. <i>for respectively for summarised and detailed scores</i>		METT) through CEO Endorsement, mid-term and final evaluations	establishment and functionality of the new PAAA. Key stakeholders in Cape Verde (government, private sector and communities) realise the importance and economic potential of a functional PA System
	2. Increased scores on the UNDP's Capacity Development Scorecard of Protected Areas Management over the baseline	Systemic 9 / 30 (30%) Institutional 18 / 45 (41%) Individual 10 / 21 (46%) (General avg. 37%) <i>Refer to Error! Reference source not found. for summarised and detailed scores</i>	Scores, expressed in absolute terms, increase by at least 20%	Application of UNDP's Capacity Development Scorecard through CEO Endorsement, mid-term and final evaluations	
Outcome 2 – Management effectiveness at selected terrestrial and coastal/marine Pas is enhanced	1. Increased scores on the GEF4's PA Management Effectiveness Tracking Tool "METT" for all seven target sites	Scores for target PAs / MPAs [1] MPA S. Negra/C. da Fragata 15 [2] MPA P do Sinó 15 [3] PM do Leste de Boavista 18 [4] Chã das Caldeiras NP 61 [5] Monte Verde NP 13 [6] Morroços NP 15 [7] Cova/Paúl/R da Torre NP 15 <i>Refer to Error! Reference source not found. for the complete METT</i>	Scores, expressed in absolute terms, increase by at least 40%	Application of the METT through CEO Endorsement, mid-term and final evaluations	There is wide support at the central and local levels for the establishment of PAs and MPAs
	2. Expansion of the MPA sub-set of the PA estate through the consolidation of smaller areas and an expansion into the sea for fisheries' stock protection (representing 27,754 ha of additional area in reconfiguration of the MPA boundaries on two Islands, Sal and Boavista)	Three MPAs have been proposed, with roughly mapped out boundaries and hectarage and borders: (i) MPA Serra Negra/Costa da Fragata, Sal Island; (ii) MPA Ponta do Sinó, Sal Island; (iii) Parque Marinho do Leste de	MPAs effectively established with confirmed hectarage and boundaries	Official gazette for the legal creation of sites, Project Implementation Reports (PIRs) for progress towards it and evaluation	

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Assumptions
		Boavista		reports for verification of the establishment of MPAs	
	<p>3. Enforcement of a PA Zoning Plan for critical PAs is effective, as measured by the annual number of infractions reported on each site</p> <p><i>Verifying the level of effectiveness of plan enforcement may be also corroborated by other indicators, to be defined upon inception.</i></p>	Baseline to be defined once Plan is in force and a monitoring system for infractions is in place.	Target value to be defined once Plans are in force and a monitoring system for infractions is in place	Indicatively through the annual number of infractions reported on each site, but may be corroborated by other sources	
<p>Outcome 3 – The sustainability of PAs is strengthened through community mobilization, sectoral engagement and local capacity building for sustainable resource management within PAs/MPAs and adjacent areas</p>	<p>1. Level of compliance with resource and land uses' threshold limits established in the management plans for 4 terrestrial PAs and 3 MPAs (in particular with respect to fuel-wood collection, agriculture, tourism, fisheries, real-estate developments)</p> <p><i>(See PRODOC Box 3 for a reference)</i></p>	Target terrestrial PAs (Chã das Caldeiras NP; Monte Verde NP; Morroços NP; and Cova/Paúl/R da Torre NP) and MPAs Serra Negra/Costa da Fragata, Ponta do Sinó and Parque Marinho do Leste de Boavista do not yet count on management plans that provide guidance on resource and land uses' threshold limits within and around the areas	There is general compliance with threshold limits defined in PA/MPA management plans, as assessed independently through the project's mid-term and final evaluations.	Management plans and field surveys and project's M&E system duly verified by evaluators	<p>Awareness raised will result in improved natural resource and conservation management.</p> <p>Local capacity building will effectively result in an integrated and effective PA management system.</p> <p>The operationalisation of PAs will result in (or be counter-balanced by) improved livelihoods for adjacent communities and better business for tourism operators.</p>

ANNEX B: LIST OF DOCUMENTS TO BE REVIEWED BY THE EVALUATORS

Indicative, but not exhaustive:

- PRODOC, PIF & GEF SEC Review Sheet on project approval
- PIR/APR;
- Inception Report
- Steering and Technical to be added
- Technical documents: Terms of Reference; consultancies report, Management plans; proposals; staff review & comments on consultancies deliverables
- Annual and Quarter Work Plans & Reports
- Mid-term Evaluation report & management response
- Financial Reports
- Communication materials
- Training Materials
- Scorecards & Tracking Tools
- Training and events reports
- Memorandum of understanding for activity execution
- Cabo Verde national policy documents on Biodiversity, Protected areas, sustainable tourism, environmental finance
- Relevant legislation and regulations

ANNEX C: EVALUATION QUESTIONS

This is a generic list, to be further detailed with more specific questions by CO and UNDP GEF Technical Adviser based on the particulars of the project.

The evaluation assessment should cover, at minimum, 3 general areas/categories, for which conclusions and recommendations should be provided and lessons learned identified:

1. *Project formulation*
2. *Project implementation*
3. *Project results*

For each category, the evaluation team is required to rate overall progress using a six-point rating scale outlined in section 6 (Evaluation criteria & rating).

1. Project formulation:

- i. Assess project formulation and relevance of the adopted strategy .For this purpose, those are some questions (not an exhaustive list) to be considered:
 - Were the project's objectives and components clear, practicable and feasible within it time frame?
 - Were the capacities of the executing institution(s) and its counterparts properly assessed and considered when the project was designed?

- Were lessons from other relevant projects properly incorporated in the project design?
- Were the partnership arrangements properly identified and roles and responsibilities negotiated prior to project approval?
- Were planned management arrangements and implementation modalities properly assessed and chosen?
- Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry?
- Were the project assumptions and risks well articulated in the PIF and project document?
- Were project outcomes and project indicators SMART?
- Were stakeholders meaningfully involved in barrier analysis and project strategy design?
- To what point gender equity aspects were considered on the analysis of barriers and problems that the project was expected to address and at the design of the strategy design?

ii. Assess the project assumptions and risks as set out in the project document and Log Frame/Results Framework, including:

- An assessment of the stated assumptions and risks, whether they are logical and robust, and have helped to determine activities and planned outputs.
- Externalities (i.e. effects of climate change, global economic and financial crisis, etc.) which are relevant to the findings.

iii. Assess design of M&E mechanisms

- Was the M&E plan well-conceived? Was articulated sufficient to monitor results and track progress toward achieving objectives
- Analysis of the M&E plan at project start up, considering whether baseline conditions, methodology and roles and responsibilities were well articulated.
- Was the M&E plan sufficiently budgeted during project preparation?

- Assess the effectiveness and adequacy of monitoring indicators from the project document for measuring progress and performance;
- Was stakeholder participation integrated on the M&E mechanism devised?

2. Project Implementation

Some elements to include in the assessment of implementation approach include:

a. Finance

i. Effectiveness of the financial planning

- a) Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- b) Assess the quality and adequacy of the financial planning instruments
- c) Assess financial management of the project, including the balance between expenditures on administrative and overhead charges in relation to those on the achievement of substantive outputs.

ii. Cost-Effective factors

Cost-effective factors include:

- Compliance with the incremental cost criteria and securing co-funding and associated funding.

- The project completed the planned activities and met or exceeded the expected outcomes in terms of achievement of Global Environmental and Development Objectives according to schedule, and as cost-effective as initially planned. The project used either a benchmark approach or a comparison approach (did not exceed the costs levels of similar projects in similar contexts)

b. Co-finance

The evaluation will assess the key financial aspects of the project, including the extent of co-financing

- Identify and quantify additional co-financing mobilized and point potential sources of co-financing mobilization (in kind and in cash) for biodiversity conservation and protected areas system consolidation.
- Planned and realized. Project cost and funding data will be required, including annual expenditures.
- All recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table under section 4, which will be included in the terminal evaluation report.

c. GEF implementing agency execution - UNDP

- a) Review the quality of support provided by UNDP and recommend areas for improvement for future projects.
- b) Review the role of UNDP against the requirements set out in the UNDP Handbook on Monitoring and Evaluating for Results.
- c) Assess the contribution to the project from UNDP “soft” assistance (i.e. policy advice & dialogue, advocacy, and coordination). Suggest measures to strengthen UNDP’s soft assistance to the project management.

The evaluator should assess and rate the quality of UNDP execution of the project. The assessment should be established through consideration of the following issues:

- Whether there was an appropriate focus on results;
- The adequacy of UNDP support to the Implementing Partner and project team;
- Quality and timeliness of technical support to the Executing Agency and project team;
- Candor and realism in annual reporting;
- The quality of risk management;
- Responsiveness of the managing parties to significant implementation problems (if any).

d. Implementing partner execution

Similarly, the quality of execution by the Implementing Partner should be assessed, considering the following issues:

- Whether there was an appropriate focus on results and timeliness;
- Assess the adequacy, effectiveness of implementation arrangements of the project
- Conduct an evaluation of project coordination, management and administration provided by the project management unit. This evaluation should include specific reference to organizational/institutional arrangements for collaboration among the various agencies and institutions involved in project arrangements and execution;
- Assess the effectiveness of project management units (national specialists and island-wide offices/site coordinators) in guiding project implementation
- Adequacy of management inputs and processes, including budgeting and procurement quality of risk management;
- Candor and realism in reporting Government ownership.

e. Project M&E mechanisms assessment

The evaluation team should be expected to provide a project M&E assessment that covers:

- Assessment on the use of the logical framework during implementation as a management and M&E tool;
- The quality of M&E plan implementation: Was the M&E plan sufficiently budgeted and funded during project preparation and implementation?
- Compliance with the progress and financial reporting requirements/ schedule, including quality and timeliness of reports;
- The value and effectiveness of the monitoring reports and evidence that these were discussed with stakeholders and project staff;
- The extent to which follow-up actions, and/ or adaptive management, were taken in response to monitoring reports (APR/PIRs);
- Check to see whether APR/PIR self-evaluation ratings were consistent with the MTR and TE findings. If not, were these discrepancies identified by the project steering committee and addressed?
- Effective partnerships arrangements established for implementation of the project with relevant stakeholders involved in the country/region, including the composition and dynamics of Project Board (steering and technical committees)
- Lessons from other relevant projects incorporated into project implementation;
- Recommendations from Mid Term review consideration and adaptive management actions undertaken as a follow up of MTR recommendations and management response action plan. Consider whether changes were made to project implementation as a result of the MTR recommendations.
- Assess whether tracking tools were efficiently prepared and strategically used for improving long-term monitoring PA system and planning. To this specific purpose, the evaluation team will critically review the draft Tracking tool and scorecard draft prepared by project team at last PIR and provide insights and recommendations on how TT and SC could be adopted for long-term PA network monitoring.

f. Stakeholder interaction

The Terminal Evaluation should include a section covering the extent of stakeholder interaction.

This includes planned interactions, as set out in the Project Document, and then actual involvement during the course of the project:

- An Analysis of project's performance in engaging all the partners and stakeholders is expected and applying a participatory approach: extent of cooperation on engendered and synergy created by the project in each of its component activities;
- Review the extent to which the implementation of the project was inclusive of relevant stakeholders and to which it has been able to create collaboration between different partners.

g. Adaptive Management

To assess whether there were changes in the environmental and development objectives of the project during implementation, the following questions might be considered:

- a) Analyze adaptative management and result-based focus in project implementation and adherence to the governance structure. Assess to what point work planning processes were result-based? Feedback from M&E activities used for adaptive management. Examine the use of the project document logical/results framework as a management tool and review any changes made to it since project start.
- b) Ensure any revisions meet UNDP-GEF requirements and assess the impact of the revised approach on project management.

- c) Review and analysis of the changes occurred on the country development conditions in relation with biodiversity conservation and protected area system management in the country. Assessment against the barriers identified on the barrier analysis (refer to PRODOC pag.16) and review of which changes can be attributed with project intervention
- d) Identify any programmatic and financial variance and/or adjustments made during project implementation and an assessment of their conformity with decisions of the Project governing bodies and their appropriateness in terms of overall objectives of the project; If the changes were extensive, did they materially change the expected project outcomes?
- e) Were the project changes articulated in writing and then considered and approved by the project steering committee?

3. Project Results

In GEF terms, results include direct project outputs, short- to medium-term outcomes, and longer term impact including global environmental benefits, replication effects, and other local effects.

Assessing project results involves attention to the full scope of a results based management (RBM) chain, from inputs to activities, to outputs, outcomes and impacts. For UNDP supported GEF financed projects, the main focus of attention is at the outcome level, recognizing that global environmental benefit impacts are often difficult to discern and gauging outputs is straightforward but not sufficient to capture project effectiveness

It is required that the evaluators assess the project results using indicators and relevant tracking tools. A sample matrix for assessing outcomes against indicators is included in the GEF/UNDP TE Guidelines.

- Identification and, to the extent possible, quantification of any additional benefits, impacts resulting from project implementation beyond those specified in the project document;

- A qualified assessment of the extent to which project outputs have scientific credibility;
- An assessment of the extent to which scientific and technical information and knowledge have influenced the execution of the project activities;

Evaluation team is expected to apply GEF Tracking Tool (management effectiveness, financial sustainability) and capacity development Scorecard, by reviewing the draft prepared by the project team – and provide a description of comparison with initial application of the tool during the inception phase.

In connection with the terminal evaluation and two weeks prior to the arrival of the mission, the project team will draft the BD1 Tracking Tools that are due at Terminal Evaluation. The Review team will assist the project team in reviewing the document within the framework of a work session. The evaluation team is expected to propose ways for PA management authorities to effectively use the Tracking Tools as a tool for assessing success in PAs consolidation, management and sustainability.

To assess project outcomes, the evaluation should include consideration of results as measured by broader aspects such as:

i. Country ownership,

The evaluation should find evidence that reveals to what extent the project fits within stated sector development priorities, and also to what extent project outputs have been developed with involvement from government officials and have been adopted into national strategies, policies and/or legal codes.

Some relevant questions to assess ownership might be:

- Was the project concept in line with development priorities and plans of the country?

- Were the relevant country representatives from government and civil society involved in project implementation, including as part of project steering and technical committee?
- Have the government(s), enacted legislation and/or developed policies and regulations in line with the project's objectives?

ii. Mainstreaming,

Project terminal evaluation must assess how the projects is successfully mainstreaming other UNDP priorities, according to UNDP Strategic Plan, including poverty alleviation, improved governance, building resilience to disaster risk and women's empowerment.

The section on mainstreaming should assess:

1. Whether it is possible to identify and define positive or negative effects of the project on local populations and policy frameworks;
2. If the project objectives conform to agreed priorities in the UNDP common country programme document (CCPD) and UNDAF;
3. Whether there is evidence that the project outcomes have contributed to enhance resilience and better preparation to cope with natural disasters;
4. Whether gender issues had been taken into account in project design and implementation and to which extent the project accounts for gender differences when developing and applying project interventions. How were gender considerations mainstreamed into project interventions and management tools design?

iii. Sustainability

Terminal Evaluation should at minimum assess "the likelihood of sustainability of outcomes at project termination, and provide a rating for this catalytic role and impact". Sustainability is generally considered to be the likelihood of continued benefits after the project ends. Consequently the assessment of sustainability considers the risks that are likely to affect the continuation of project outcomes. The GEF Guidelines establish four areas for considering risks to sustainability. Each should be separately evaluated and then rated as to the likelihood and extent that risks will impede sustainability

- *Financial risks:* Are there financial risks that may jeopardize the sustainability of project outcomes? What is the likelihood of financial and economic resources not being available once GEF grant assistance ends?
- *Socio-economic risks:* Are there social or political risks that may threaten the sustainability of project outcomes? What is the risk for instance 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 project benefits continue to flow? Is there sufficient public/stakeholder awareness in support of the project's long-term objectives?
- *Institutional framework and governance risks:* Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits? Are requisite systems for accountability and transparency, and required technical know-how, in place?
- *Environmental risks:* Are there ongoing activities that may pose an environmental threat to the sustainability of project outcomes?

The TE should also pay special attention to the potential contribution of the project to creating the basic conditions to ensure sustainability of the Cabo Verde' protected areas system. To this purpose, the evaluation should appraise at what point all the management tools proposed by

the project (Statute of Autonomous Authority; Business Plan; Zoning and National PA strategy) create appropriate basis to ensure the financial, institutional, environmental, socio-economic sustainability of the PA system and the Autonomous Authority of Protected Areas.

In regards to the capacity reinforcement approach adopted by the project, is expected to assess the long-term sustainability the efficiency and relevance. An Assessment of the capacity building strategy should cover, at minimum: appraisal of project contribution capacity reinforcement (institutional, community and individual capacity) for biodiversity conservation and protected area management

In terms of sustainability assessment, is also expected an appraisal of socio-economic sustainability of supported community initiatives within the PA and buffer zones.

Appraisal of scale up potential and sustainability of supported (partner and/or project) ecotourism, sustainable agriculture and income generation initiatives promoted.

Box 6. Project Sustainability Ratings		
4	Likely (L)	negligible risks to sustainability, with key outcomes expected to continue into the foreseeable future.
3	Moderately Likely (ML)	moderate risks, but expectations that at least some outcomes will be sustained
2	Moderately Unlikely (MU)	substantial risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on.
1	Unlikely (UL)	severe risk that project outcomes as well as key outputs will not be sustained.
Not Applicable (N/A) Unable to Assess (U/A)		

iv. Catalytic Role

The evaluation team should consider the extent to which the project has demonstrated: a) production of a public good, b) demonstration, c) replication, and d) scaling up.

v. 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, or c) demonstrated progress towards these impact achievements.

In the discussion on impacts it will be important at a minimum to:

- Identify the mechanisms at work (i.e. the causal links to project outputs and outcomes);
- Assess the extent to which changes are taking place at scales commensurate to natural system boundaries;

Assess the likely permanence (long lasting nature) of the impacts

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
•	•	•	•
•	•	•	•
•	•	•	•
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
•	•	•	•
•	•	•	•
•	•	•	•
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
•	•	•	•
•	•	•	•
•	•	•	•
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
•	•	•	•
•	•	•	•
•	•	•	•
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
•	•	•	•
•	•	•	•



ANNEX D: RATING SCALES

<p><i>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</i></p> <p>6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems</p>	<p><i>Sustainability ratings:</i></p> <p>4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks</p>	<p><i>Relevance ratings</i></p> <p>2. Relevant (R) 1.. Not relevant (NR)</p> <p><i>Impact Ratings:</i></p> <p>3. Significant (S) 2. Minimal (M) 1. Negligible (N)</p>
<p><i>Additional ratings where relevant:</i> Not Applicable (N/A) Unable to Assess (U/A)</p>		

ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Evaluators:

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

Evaluation Consultant Agreement Form⁴

⁴www.unevaluation.org/uneocodeofconduct

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: _____

ANNEX F: EVALUATION REPORT OUTLINE⁵

- i. Opening page:
 - Title of UNDP supported GEF financed project
 - UNDP and GEF project ID#s.
 - Evaluation time frame and date of evaluation report
 - Region and countries included in the project
 - GEF Operational Program/Strategic Program
 - Implementing Partner and other project partners
 - Evaluation team members
 - Acknowledgements
- ii. Executive Summary
 - Project Summary Table
 - Project Description (brief)
 - Evaluation Rating Table
 - Summary of conclusions, recommendations and lessons
- iii. Acronyms and Abbreviations
(See: UNDP Editorial Manual⁶)
 1. Introduction
 - Purpose of the evaluation
 - Scope & Methodology
 - Structure of the evaluation report
 2. Project description and development context
 - Project start and duration
 - Problems that the project sought to address
 - Immediate and development objectives of the project
 - Baseline Indicators established
 - Main stakeholders
 - Expected Results
 3. Findings
(In addition to a descriptive assessment, all criteria marked with (*) must be rated⁷)
 - 3.1 Project Design / Formulation
 - Analysis of LFA/Results Framework (Project logic /strategy; Indicators)

⁵The Report length should not exceed 40 pages in total (not including annexes).

⁶ UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

⁷ Using the standard rating table in this ToR and the standard rating scales listed in Annex D in this ToR.

- Assumptions and Risks
- Lessons from other relevant projects (e.g., same focal area) incorporated into project design
- Planned stakeholder participation
- Replication approach
- UNDP comparative advantage
- Linkages between project and other interventions within the sector
- Management arrangements

3.2 Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Partnership arrangements (with relevant stakeholders involved in the country/region)
- Feedback from M&E activities used for adaptive management
- Project Finance
- Monitoring and evaluation: design at entry and implementation (*)
- Monitoring and evaluation: plan implementation (*)
- Overall quality of M&E (*)
- Quality of UNDP Implementation (*)
- Quality of Execution - Executing Agency (*)
- Overall quality of Implementation / Execution (*) - coordination, and operational issues

3.3 Project Results

- Attainment of objectives (Overall Project Outcome*)
- Relevance(*)
- Effectiveness (*)
- Efficiency (*)
- Country ownership
- Mainstreaming
- Sustainability: Financial resources, Socio-political, Institutional framework and governance, Environmental, Overall likelihood of Sustainability (*)
- Impact

4. Conclusions, Recommendations & Lessons

- 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
- Best and worst practices in addressing issues relating to relevance, performance and success

5. Annexes

- ToR
 - Itinerary
-

- List of persons interviewed
 - Summary of field visits
 - List of documents reviewed
 - Evaluation Question Matrix
 - Questionnaire used and summary of results
 - Evaluation Consultant Agreement Form
-

ANNEX G: EVALUATION REPORT CLEARANCE FORM

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by
UNDP Country Office

Name: _____

Signature: _____ Date: _____

UNDP GEF RTA

Name: _____

Signature: _____ Date: _____
