Midterm Review Terms of Reference

Standard Template 2: Formatted information to be entered in UNDP Jobs website[1]

BASIC CONTRACT INFORMATION

Location: Botswana
Application Deadline: 19th February 2021
Type of Contract: Individual Contract
Post Level: National Consultant
Languages Required: English
Starting Date: Immediately upon Contract award
Duration of Initial Contract: 30 days
Expected Duration of Assignment: February to May 2021

BACKGROUND

A. Project Title

Kgalagadi and Ghanzi Drylands Ecosystem Project: Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands

B. Project Description

This is the Terms of Reference for the UNDP-GEF Midterm Review (MTR) of the full-sized project titled *Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi Drylands* (PIMS# 5590) implemented through the *Ministry of Environment, Natural Resources Conservation and Tourism (MENT)*, which is to be undertaken in 2021. The project started in *January 2018* and is in its third year of implementation. This ToR sets out the expectations for this MTR.   The MTR process must follow the guidance outlined in the document *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* (*http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_EN_2014.pdf*).

Natural resource management in the Kgalagadi landscape is characterised by competition and conflict between conservation goals, economic development and the preservation of livelihoods. Home to large herds of ungulates and iconic predators, the landscape was dominated by low-density wildlife populations, with primarily hunter-gatherer livelihoods being practiced until borehole farming enabled cattle ranching a few decades ago. The consequent rangeland degradation and ecosystem fragmentation threatens wildlife and economic development. Wildlife Management Areas (WMAs) — established to support wildlife-based economic activities and secure migratory corridors linking the Kgalagadi Transfrontier Park and the Central Kalahari Game Reserve — continue to be lost to livestock encroachment, because of delayed gazettement. Additionally, wildlife in the region is also under threat from poaching, wildlife poisoning and illegal wildlife trade (IWT).

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[1] https://jobs.undp.org/

In response to this, the project, which is supported by United Nations Development Programme (UNDP) and funded by Global Environment Facility (GEF), will use three interrelated strategies to secure wildlife in Botswana and tackle land/rangeland degradation at the Kalahari Landscape level. i) It will increase capacities of wildlife management and law enforcement agencies to collaborate and effectively tackle wildlife crimes nationally, while simultaneously increasing capacities for tackling poaching, wildlife poisoning and other wildlife crimes within the Kgalagadi and Ghanzi Districts. ii) it will reduce negative impacts of competing land uses (that threaten wildlife and livelihoods) at the Kalahari landscape level by - applying integrated land use planning, securing migratory corridors that provide connectivity between KTP and CKGR, and integrate sustainable land management practices within the communal areas (to increase productivity of these communal areas and reduce pressure on the conservation areas). This will also rehabilitate degraded rangelands and contain human wildlife conflicts; and iii) it will provide income generating avenues that are not based on wildlife consumption, in order to provide incentives for wildlife conservation in the face of the hunting ban.

The project objective is to promote an integrated landscape approach to managing Kgalagadi and Ghanzi drylands for ecosystem resilience, improved livelihoods and reduced conflicts between land uses (biodiversity conservation, economic and livelihood activities). This will reduce the volume of unsustainable wildlife crimes and the rate of loss of globally significant biodiversity in Botswana, while simultaneously improving the quality of the rangeland and its ability to support livestock, wildlife and livelihoods.

Expected Outcomes:

Outcome 1:   Increased national and District level capacity to tackle wildlife crime (including poaching, wildlife poisoning and illegal trafficking and trade).

Outcome 2:   Incentives and systems for wildlife protection by communities increase financial returns from natural resources exploitation and reduce human wildlife conflicts, securing livelihoods and biodiversity in the Kalahari landscape

Outcome 3:   Integrated landscape planning in the conservation areas and SLM practices in communal lands secures wildlife migratory corridors and increased productivity of rangelands, reducing competition between land-uses and increasing ecosystem integrity of the Kalahari ecosystem

Outcome 4:   Gender mainstreaming, Lessons learned by the project through participatory M&E are used to guide adaptive management, collate and share lessons, in support of upscaling.

The proposed project is one in a portfolio of the Global Wildlife Program (GWP) projects. The GWP has a global-level mechanism for knowledge sharing, technology transfers and peer support amongst the participating countries, and from the participating countries to the rest of the GEF, UNDP, World Bank, IUCN programs and other participating institutions.

The Ministry of Environment Natural Resources Conservation and Tourism (MENT) is the project implementing partner. A number of local implementing partners (IPs) are also supporting MENT with project implementation. These are *inter alia*: Department of Environmental Affairs (DEA), Department of Range and Forest Resources (DFRR), Department of Wildlife and National Parks (DWNP), Botswana Tourism Organisation (BTO), Local Enterprise Association (LEA), Cheetah Conservation Botswana (CCB), BirdLife Botswana, University of Botswana (UB), and Botswana University of Agriculture and Natural Resources (BUAN).

The total cost of the project is USD28,496.789, out of which GEF contributes USD5,996,789; UNDP contributes USD1,000,000 in in-kind co-financing, while government of Botswana contributes USD21,000,000 to be provided by the Government of Botswana (USD15,000,000 from the Ministry of Environment, Natural Resources Conservation and Tourism and USD6,000,000 from the Ministry of agriculture). Birdlife Botswana will contribute USD500,000 in kind through parallel project interventions that contribute to the overall objective of this project. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and any cash co-financing transferred to UNDP bank account only.

As of 18 January 2021, Botswana has a total of 16,768 COVID-19 cases, with 13,310 and 71 recorded recoveries and deaths, respectively. Botswana implemented its first nationwide lockdown from 2 April 2020–22 May 2020, which included the suspension of all international and inter-zonal travel, and imposition of curfews for movement within the country, with the exception of essential services. While international and inter-zonal travel is currently permitted in Botswana, the Government of Botswana continues to implement restrictions on movements and gatherings as necessary. These restrictions have resulted in numerous delays in project implementation and processes, including: i) limitations on interactions and engagements with project partners and beneficiaries, and disruptions in the supply chain leading to partners and beneficiaries receiving goods and services; ii) procurement of consultants, as internationally based consultants were unable to travel to undertake the required work; and iii) postponement of trainings and meetings to ensure compliance with the recommended health protocols. Additionally, the anticipated increase in COVID-19 cases poses a considerable risk to the implementation of the project being evaluated, particularly with regards to travel to project sites in the Kgalagadi and Ghanzi districts, and consultations with project stakeholders.

C.   MTR Purpose

MTRs are a mandatory requirement for all GEF-financed full-sized projects (FSP). 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 and its risks to sustainability.

The MTR will assess the following:

1. Project Strategy;
2. Progress Towards Results;
3. Project Implementation and Adaptive Management;
4. Sustainability; and
5. Impact of COVID-19

DUTIES AND RESPONSIBILITIES

D.   MTR Approach & Methodology

The MTR report 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 Social and Environmental Screening Procedure (SESP)), the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, 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 (The Global Wildlife Programme (GWP) GEF-6 Tracking Tool) submitted to the GEF at CEO endorsement, and the midterm GEF focal area Tracking Tool (The Global Wildlife Programme (GWP) GEF-6 Tracking Tool) that must be completed before the MTR field mission begins.

The MTR team is expected to follow a collaborative and participatory approach[2] ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), the Nature, Climate and Energy (NCE) Regional Technical Advisor, direct beneficiaries, and other key stakeholders.

The specific design and methodology for the MTR should emerge from consultations between the MTR team and the above-mentioned parties regarding what is appropriate and feasible for meeting the MTR purpose and objectives and answering the evaluation questions, given the available resources and prevailing constraints . The MTR team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the MTR report.

The final methodological approach including interview schedule, field visits and data to be used in the MTR should be clearly outlined in the Inception Report and be fully discussed and agreed between UNDP, stakeholders and the MTR team.

Engagement of stakeholders is vital to a successful MTR.[3] Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to *(*KGDEP relevant structures (the Project Management Unit, Project Steering Committee, and Technical Reference Group), and other key stakeholders including: i) Wildlife management and law enforcement agencies (DWNP)[4]; ii) Technical service providers (Department of Tourism, Botswana Tourism Organization, Land Boards, Local Authorities, Land Use Planning Unit, Dept. of Forestry and Range Resources (DFRR), Social and Community Development (S&CD), Dept. of Veterinary Services (DVS), Dept. of Animal Production, Crop Production, Department of Water affairs (DWA), Dept. of Environmental Affairs (DEA); and iii) Representatives of local communities and CSOs. Local institutions to be consulted include Trusts (CBOs), Farmers' committees, Farmers' associations, Dikgosi (chieftainship), Village Development Committees (VDC) and Ghanzi and Kgalagadi District Councils, Botswana University of Agriculture and Natural Resources (BUAN) and Department of Agricultural Research (DAR). Additionally, the MTR team (in this case, the National Consultant) is expected to conduct field missions to the project sites in the Kgalagadi and Ghanzi districts.

The final MTR report must 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.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. As travel to Botswana is not guaranteed to be open during the MTR period, the MTR team should develop a methodology that takes this into account. This includes the need to conduct the MTR virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the MTR Inception Report and agreed with the Commissioning Unit.

Due to the travel restrictions, the International Consultant (Team Lead) will be home-based and will work closely with the National Consultant in engaging stakeholders via virtual consultations via telephone or online (Zoom, Skype, etc.). During the planning of virtual stakeholder consultations, careful consideration should be given to the coverage of mobile telephone networks, particularly in remote areas of the Kgalagadi and Ghanzi Districts. Where possible, the appropriate technical and ICT arrangements should be made in advance to support a successful consultation process — support on this will be provided by the PMU.

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[2] For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results, 05 Nov 2013.

[3] For more stakeholder engagement in the M&E process, see the UNDP Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 3, pg. 93.

[4] Beyond the DWNP, law enforcement agencies include Botswana Defence Forces, Botswana Police Forces, Judiciary, Botswana Prison Services, Directorate on Intelligence Services and Security (DISS), Botswana Unified Revenue Services (BURS).

Should virtual consultations not be possible, the National Consultant will be required to travel to project sites to conduct face-to-face interviews — in compliance with the relevant Government of Botswana COVID-19 regulations. Field missions to project sites will be conducted by the National Consultant and findings shared with the International Consultant. Furthermore, all stakeholder engagement will be strongly supported by the Project Team. Consideration should be taken for stakeholder availability, ability, and willingness to be interviewed remotely and the constraints this may place on the MTR. These limitations must be reflected in the final MTR report. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority — this will be ensured by complying with all of the Government of Botswana's COVID-19 regulations.

The final MTR report must 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.

E.   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.

1. **Project Strategy**

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

2. **Progress Towards Results**
   - Review the logframe indicators against progress made towards the end-of-project targets; populate the Progress Towards Results Matrix, as described in the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for the project objective and each outcome; make recommendations from the areas marked as "not on target to be achieved" (red).
   - Compare and analyse the GEF Tracking Tool (The Global Wildlife Programme (GWP) GEF-6 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.

3. **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.
   - Do the Executing Agency/Implementing Partner and/or UNDP and other partners have the capacity to deliver benefits to or involve women? If yes, how?
   - What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?
   - What is the gender balance of the Project Board? What steps have been taken to ensure gender balance in the Project Board?

   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 by the Commissioning Unit and project team, 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?

Sources of Co-financing	Name of Co-financer	Type of Co-financing	Co-financing amount confirmed at CEO Endorsement (US$)	Actual Amount Contributed at stage of Midterm Review (US$)	Actual % of Expected Amount
		TOTAL			

- Include the separate GEF Co-Financing template (filled out by the Commissioning Unit and project team) which categorizes co-financing amounts by source as 'investment mobilized' or 'recurrent expenditures'. (This template will be annexed as a separate file.

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?
- Review the extent to which relevant gender issues were incorporated in monitoring systems. See Annex 9 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.

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?
- How does the project engage women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls and boys? Identify, if possible, legal, cultural, or religious constraints on women's participation in the project. What can the project do to enhance its gender benefits?

Social and Environmental Standards (Safeguards)
- Validate the risks identified in the project's most current SESP, and those risks' ratings; are any revisions needed?
- Summarize and assess the revisions made since CEO Endorsement/Approval (if any) to:
  o The project's overall safeguards risk categorization.

- o The identified types of risks[5] (in the SESP).
  - o The individual risk ratings (in the SESP).
- Describe and assess progress made in the implementation of the project's social and environmental management measures as outlined in the SESP submitted at CEO Endorsement/Approval (recently revised), including any revisions to those measures. Such management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project's design; refer to Question 6 in the SESP template for a summary of the identified management measures.

A given project should be assessed against the version of UNDP's safeguards policy that was in effect at the time of the project's approval.

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 & Knowledge Management
- 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.
- List knowledge activities/products developed (based on knowledge management approach approved at CEO Endorsement/Approval).

4. **Sustainability**

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Register 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)?

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[5] Risks are to be labeled with both the UNDP SES Principles and Standards, and the GEF's "types of risks and potential impacts": Climate Change and Disaster; Disadvantaged or Vulnerable Individuals or Groups; Disability Inclusion; Adverse Gender-Related impact, including Gender-based Violence and Sexual Exploitation; Biodiversity Conservation and the Sustainable Management of Living Natural Resources; Restrictions on Land Use and Involuntary Resettlement; Indigenous Peoples; Cultural Heritage; Resource Efficiency and Pollution Prevention; Labor and Working Conditions; Community Health, Safety and Security.

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?

Impact of COVID-19

- Review of the impact of COVID-19 on overall project management, implementation and results (including on indicators and targets).
- Assess the project's response to COVID-19 impacts including and not limited to responses related to stakeholder engagement, management arrangements, work planning and adaptive management actions.

Conclusions & Recommendations

The MTR consultant/team will include a section in the MTR report for evidence-based **conclusions**, in light of the findings.

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

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 the TOR Annexes for the Rating Table and ratings scales.

F.   Expected Outputs and Deliverables

The MTR team shall prepare and submit:

- MTR Inception Report: MTR team clarifies objectives and methods of the Midterm Review no later than 2 weeks before the MTR mission. To be sent to the Commissioning Unit and project management. Completion date: 18 February 2021
- Presentation: MTR team presents initial findings to project management and the Commissioning Unit at the end of the MTR mission. Completion date: 29–31 March 2021 (exact date to be confirmed)

- Draft MTR Report: MTR team submits the draft full report with annexes within 2 weeks of the MTR mission. Completion date: 9 April 2021
- Final Report*: MTR team submits the revised report with annexed and completed Audit Trail detailing how all received comments have (and have not) been addressed in the final MTR report. To be sent to the Commissioning Unit within 1 week of receiving UNDP comments on draft. Completion date: 20 April 2021

*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.

G.   Institutional Arrangements

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is *the Botswana UNDP Country Office.*

The Commissioning Unit will contract the consultants (support from UNDP Botswana CO will be provided for the recruitment of a National Consultant from Botswana to support with *inter alia* consultations, site visits and translation, and ensure the timely provision of per diems and travel arrangements within Botswana (Gaborone, and Kgalagadi and Ghanzi districts) 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 (including virtual interviews as possible), and arrange field visits.

H.   Duration of the Work

The total duration of the MTR will be approximately *30 days* over a period of *12 weeks* starting *12 February 2021,* and shall not exceed five months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:
- *31 January 2021:* Application closes (through existing roster)
- *8 February 2021:* Selection of MTR Team
- *12 February 2021:* Prep the MTR Team (handover of project documents)
- *15 to 18 February 2021 4 days:* Document review and preparing MTR Inception Report
- *1 to 3 March 2021 3 days:* Finalization and Validation of MTR Inception Report- latest start of MTR mission
- *10 to 26 March 2021 13 days:* MTR mission: stakeholder meetings, interviews, field visits *(the international consultant will conduct remote interviews as possible, with the local consultant — under the guidance of the international consultant — conducting site visits and face-to-face consultations where required)*
- *29 to 31 March 2021:* Mission wrap-up meeting & presentation of initial findings- earliest end of MTR mission
- *1 to 9 April 7 2021 days:* Preparing draft report
- *19 to 20 April 2021 2 days:* Incorporating audit trail on draft report/Finalization of MTR report
- *22 to 23 April 2021:* Preparation & Issue of Management Response
- *30 April 2021:* Expected date of full MTR completion

The date start of contract is (12 February 2021).

I.   Duty Station

The **National Consultant (based in Botswana**) will be hired to support the International Consultant (Team Leader, homebased), being responsible for field site visits, arranging and conducting interviews with stakeholders who cannot be interviewed remotely by the International Consultant, and collecting data and information not available digitally. The International Consultant will guide and oversee the work of the National Consultant, being responsible for all final inputs into the MTR report.

Travel:

- The BSAFE training course <u>must</u> be successfully completed <u>prior</u> to commencement of travel; Herewith is the link to access this training: https://training.dss.un.org/courses/login/index.php . These training modules at this secure internet site is accessible to Consultants, which allows for registration with private email.
- Consultants are required to comply with the UN security directives set forth under https://dss.un.org/dssweb/
- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

REQUIRED SKILLS AND EXPERIENCE

J. Qualifications of the Successful Applicants

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

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

Education
- A Master's degree in natural resources management, wildlife management, biodiversity conservation, natural sciences, environmental management, environment, development studies, or other closely related field;

Experience
- Experience in evaluating development partner/donor funded projects using result-based management methodologies. UN-GEF project/programme evaluation experience will be considered an added advantage;
- Experience in project design, and implementation (including adaptive management), monitoring and reporting on CBNRM and biodiversity related projects. Experience in Botswana or the broader SADC region will be an added advantage.;
- Demonstrated understanding of issues related to gender, other UN cross cutting issues and ecosystem management;
- Excellent communication skills; and
- Demonstrable analytical skills.

Language
- Fluency in written and spoken English and Setswana.

K. Ethics

The MTR team will be held to the highest ethical standards and is required to **sign a code of conduct upon acceptance of the assignment**. This MTR will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The MTR team must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The MTR team must also ensure security of collected information before and after the MTR and protocols to

ensure anonymity and confidentiality of sources of information where that is expected. The information, knowledge and data gathered in the MTR process must also be solely used for the MTR and not for other uses without the express authorization of UNDP and partners.

L.   Schedule of Payments

- 20% payment upon satisfactory delivery of the final MTR Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft MTR report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final MTR report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

  Criteria for issuing the final payment of 40%
  - The final MTR report includes all requirements outlined in the MTR TOR and is in accordance with the MTR guidance.
  - The final MTR report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other MTR reports).
  - The Audit Trail includes responses to and justification for each comment listed.

  In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the MTR, that deliverable or service will not be paid.

  Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

APPLICATION PROCESS

M.   Recommended Presentation of Offer

a) **Letter of Confirmation of Interest and Availability** using the [template](#)[6] provided by UNDP;
b) **CV** and a **Personal History Form** ([P11 form](#)[7]);
c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the address (fill address) in a sealed envelope indicating the following reference "Consultant for *KGDEP* Midterm Review" or by email at the following address

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[6] https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx

[7] http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

ONLY: (fill email) by **(time and date).** Incomplete applications will be excluded from further consideration.

N.   Criteria for Selection of the Best Offer

Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

O.   Annexes to the MTR ToR

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

Annexes include: (reference ToR Annexes in Annex 3 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*)
- List of documents to be reviewed by the MTR Team
- Guidelines on Contents for the Midterm Review Report
- Midterm Review Evaluative Matrix Template
- UNEG Code of Conduct for Evaluators/Midterm Review Consultants
- MTR Required Ratings Table and Ratings Scales
- MTR Report Clearance Form
- Audit Trail Template
- Progress Towards Results Matrix and MTR Ratings & Achievement Summary Tables (in Word)
- GEF Co-Financing Template (in Word)

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

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

The following documents will also be available:
13. Project operational guidelines, manuals and systems
14. UNDP country/countries programme document(s)
15. Minutes of the *Support to the KGDEP Implementation* project 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[8]

  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)

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[8] The Report length should not exceed *40* pages in total (not including annexes).

- 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 (*GWP GEF-6 Tracking Tracking Tool*)

ToR ANNEX C: Midterm Review Evaluative Matrix Template

This Midterm Review Evaluative Matrix must be fully completed/amended by the consultant and included in the MTR inception report and as an Annex to the MTR report.

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?			
Cross Cutting issues: to what extent has the project address the UN cross cutting issues such as SDGs, gender and women's economic empowerment, youth, partnerships, innovations etc.			
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			

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.

<div align="center">

MTR Consultant Agreement Form

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

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at _____ *(Place)* on _____ *(Date)*

Signature: _____

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[9] http://www.unevaluation.org/document/detail/100

ToR ANNEX E: MTR Ratings

	Ratings for Progress Towards Results: (one rating for each outcome and for the objective)	
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 but with significant shortcomings.
3	Moderately Unsatisfactory (HU)	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.

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

	Ratings for Sustainability: (one overall rating)	
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

Midterm Review Report Reviewed and Cleared By:

Commissioning Unit

Name: _____

Signature: _____ Date: _____

UNDP-GEF Regional Technical Advisor

Name: _____

Signature: _____ Date: _____