

Terms of Reference

National Individual Consultant Terminal Evaluation Cross-Cutting Capacity Development (CCCCD)

BASIC CONTRACT INFORMATION

Location:	Trinidad and Tobago
Application Deadline:	March 5, 2021
Category:	National Consultant
Type of Contract:	Individual Contract
Assignment Type:	Terminal Evaluation
Languages Required:	English
Starting Date:	April 2021
Duration of Initial Contract:	April – June 2021
Expected Duration of Assignment:	30 days

BACKGROUND

1. Introduction

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the medium-sized project titled Capacity Development for Improved Management of Multilateral Environmental Agreements for Global Environmental Benefits (PIMS# 5372) implemented through the Ministry of Planning and Development and UNDP Country Office. **The project started on the 11th July, 2017** and is in its **fourth** year of implementation. **The TE process must follow the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’** (http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf).

2. Project Description

The project was designed to: strengthen the ability of the Government of the Republic of Trinidad and Tobago (GoRTT) to create, leverage and maintain synergies for the national implementation of Multilateral Environmental Agreements (MEAs) and strengthen integrated approaches to environmental management, **including meeting MEAs’ guidance and national reporting requirements to increase national and global environmental benefits.**

The first outcome of this project focused on assessing and structuring an improved consultative and decision-making process that effectively integrates global environmental objectives into the existing environmental management framework in Trinidad and Tobago. Activities supported by the project under this outcome included strengthening (1) the ability of decision-makers and policy-makers to provide an adequate enabling environment for improving the implementation of MEAs in Trinidad and Tobago and (2) the process to engage, coordinate and collaborate with non-governmental stakeholders; using and strengthening existing coordination mechanisms such as the MEA/Climate Change Focal Points network.

Under the second outcome, project resources were used to support activities to better align projects funded by the Green Fund of Trinidad and Tobago (GFTT) with the implementation of MEAs obligations in Trinidad and Tobago. This included capacity development activities to increase the capacity of Civil Society Organizations (CSOs) to access the fund and by building awareness and training of GFEU staff to increase their understanding of MEAs and how to better align applications with the implementation of MEAs in Trinidad and Tobago.

The total budget for the project is USD 2,407,800: GEF funding is USD 1,207,800; Government In-kind is USD 1,150,000 and UNDP In-kind is USD 50,000.

COVID-19 was confirmed to have reached the Republic of Trinidad and Tobago on March 12 2020. As of January 19 2021, Trinidad and Tobago has confirmed 7,415 positive cases and 132 deaths. The GoRTT implemented public health emergency measures including lockdowns, physical distancing, travel restrictions, and international border closure, effective midnight on March 22, to prevent imported cases of COVID-19. Locally, various public health restrictions and phases of lockdown measures were implemented based on the observed trends in cases of COVID-19. Measures included absolute prohibition of public gatherings, closure of restaurants, bars and places of worship, **and several “stay at home” orders except** for authorized purposes and essential business. Currently, there has been some alleviation of lockdown measures with coastal waters reopened to members of the public; food establishments, restaurants, gymnasiums and places of worship reopened at 50% capacity; and members of the public permitted to congregate in groups of 10 people. Travel between Trinidad and Tobago is permitted although there is limited operation of the inter-island ferry service and fewer flights between Trinidad and Tobago compared with pre-COVID numbers.

COVID-19 has led to a local situation that has become increasingly complex and uncertain. It has affected the modus operandi of project design and implementation, restricted mobility and altered human interaction with stakeholders. During the past months, face-to-face consultations and workshops with stakeholders have not been able to take place and therefore, have been postponed or have not been implemented. There have also been limitations on inter-island travel, which has affected project interventions in Tobago. This project is focused on capacity building and as such these restrictions have had a considerable impact on planned activities and outcomes. In order to adapt to the COVID-19 situation, the project has been working through online systems (virtual meetings and workshops) to conduct training and project discussions with stakeholders, consultants, implementing agency and the project team. This has had various levels of success with a major impact being on the timeliness of delivery and a much greater demand on the project team due to the reduced ability to engage in person and a lack of access to virtual platforms and know how among some stakeholders.

3. TE Purpose

The TE report will assess the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE should address the relevance, effectiveness, efficiency, results, impact, coordination and sustainability of project efforts. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments. Ideally, the TE should occur during the last few months of project activities, allowing the TE team to proceed while the Project Team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects, such as project sustainability.

DUTIES AND RESPONSIBILITIES

4. TE Approach & Methodology

The TE must provide evidence-based information that is credible, reliable and useful. The TE 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 PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisors, direct beneficiaries and other stakeholders. Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to: executing agencies, key experts and consultants in the subject area, Project Board, project beneficiaries, and CSOs, etc.

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. Travel to the country has been restricted since 22 March 2020. If it is not possible to travel to or within the country for the TE mission then the TE team should develop a methodology that takes this into account the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff **should be put in harm's way and safety is the key priority**. If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should also be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the TE team. The TE team must 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 TE report. **The final project evaluation report should include descriptions of the approach and methodologies and the rationales for such, including making explicit the underlying assumptions, limitations, challenges, strengths and weaknesses** about the methods and approach of the evaluation.

5. Detailed Scope of the TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see TOR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects (http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf).

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C. **The asterisk "(*)" indicates criteria for which a rating is required.**

Findings

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- **Gender equality and women's empowerment**
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
- Implementing Agency (UNDP) (*) and Executing Agency (*), overall project oversight/implementation and execution (*)
- Risk Management, including Social and Environmental Standards

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)
- Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)
- Country ownership
- **Gender equality and women's empowerment**
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

iv. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.

- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to **gender equality and women's empowerment**.
- Recommendations should provide concrete, practical, feasible and targeted recommendations 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 TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success 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. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown in the ToR Annex.

6. Expected Outputs and Deliverables

The TE team shall prepare and submit:

- TE Inception Report: TE team clarifies objectives and methods of the TE no later than *2 weeks* before commencement of the evaluation. TE team submits the Inception Report to the Commissioning Unit and project management. Approximate due date: *13 April 2021*
- Presentation: TE team presents initial findings to project management and the Commissioning Unit at the end of the project evaluation. Approximate due date: *4 May 2021*
- Draft TE Report: TE team submits full draft report with annexes within 3 weeks of the end of the full project evaluation. Approximate due date: *25 May 2021*
- Final TE Report* and Audit Trail: TE team submits revised report, with Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report, to the Commissioning Unit within 1 week of receiving UNDP comments on draft. Approximate due date: *15 June 2021*

*The final TE 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.

All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's **quality assessment of decentralized evaluations can be found in Section 6** of the UNDP Evaluation Guidelines.¹

7. TE Arrangements

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit **for this project's TE is the UNDP Country Office**. The Commissioning Unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the national

¹ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

member of the TE team, if applicable. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, and set up stakeholder interviews.

8. Duration of the Work

The total duration of the TE will be approximately *30 working days* over a time period of *11 weeks* starting *2 April 2021* and shall not exceed five months from when the TE team is hired. The tentative TE timeframe is as follows:

- (5 March 2021): Application closes
- (2 April 2021): Selection of TE Team
- (5 April 2021): Prep the TE team (handover of project documents)
- (8 April 2021): 04 days: Document review and preparing TE Inception Report
- (13 April 2021): 03 days: Finalization and Validation of TE Inception Report- latest start of TE assessment
- (13 April - 3 May 2021): 14 days: TE assessment: virtual stakeholder meetings, virtual interviews
- (4 May 2021): Assessment wrap-up meeting & presentation of initial findings- earliest end of TE assessment
- (11 May 2021): 05 days: Preparation of draft TE report
- (25 May 2021): Circulation of draft TE report for comments
- (15 June 2021): 02 days: Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
- (28 June 2021): Preparation & Issue of Management Response
- (29 June 2021): (optional) Concluding Virtual Stakeholder Workshop
- (30 June 2021): Expected date of full TE completion

The expected date start date of contract is (2 April 2021).

9. Duty Station

Travel:

- International travel will not be possible given the current situation with the COVID-19 pandemic and travel restrictions imposed;
- Consultants are required to comply with the UN security directives set forth under: <https://dss.un.org/dssweb/>

REQUIRED SKILLS AND EXPERIENCE

10. TE Team Composition and Required Qualifications

A team of two independent evaluators will conduct the TE – **one team leader (with experience and exposure to projects and evaluations in other regions) and one team expert from the country of the project.**

The team leader will **be responsible for the overall design and writing of the TE Inception and Final reports, virtual engagement with stakeholders, and lead the analysis during the TE process.** The team expert will **assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, develop communication with stakeholders who will be interviewed, and work with the Project Team in developing the TE workplan.**

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities. Due to the ongoing COVID19 pandemic travel restrictions, the International Consultant will work with a National Consultant and the International Consultant will operate remotely using tools to conduct virtual interviews and consultations.

The team members shall have the following qualifications and responsibilities in the prescribed areas:

A. INTERNATIONAL CONSULTANT (TEAM LEAD)

Education

- Postgraduate degree in **environmental science, development studies**, or other closely related field (20%);

Experience

- Minimum of 5 years of project evaluation and/or environmental project implementation experience in the results-based management framework, adaptive management and UNDP or GEF Monitoring and Evaluation Policy (15%);
- Experience in relevant technical areas for at least 8 years (15%);
- Experience working in the Caribbean (10%);
- Demonstrated understanding of issues related to gender and **capacity development**; experience in gender responsive evaluation and analysis (10%);
- Demonstrable analytical skills (10%);
- Experience with implementing evaluations remotely (10%);
- Excellent communication skills (5%);

Language

- Fluency in written and spoken English (5%).

RESPONSIBILITIES

- Documentation review;
- Leading the TE Team in planning, conducting and reporting on the evaluation;
- Deciding on division of labour within the Team and ensuring timeliness of reports;
- Use of best practice evaluation methodologies in conducting the evaluation;
- Leading the drafting and finalization of the Inception Report for the Terminal Evaluation;
- Leading presentation of the draft evaluation of findings and recommendations;
- Conducting the de-briefing for the UNDP Country Office and Project Team;
- Leading the drafting and finalization of the Terminal Evaluation Report

B. NATIONAL CONSULTANT

Education

- **Bachelor's Degree in environmental science, development studies**, or other closely related field (;

Experience

- Minimum of 5 years of supporting project evaluation and/or environmental project implementation experience in the results-based management framework, adaptive management and UNDP or GEF Monitoring and Evaluation Policy);
- Experience in relevant technical areas for at least 3 years;
- Experience with the national environmental policy framework, and interacting with environmental authorities, NGOs and other actors
- Experience applying SMART indicators and reconstructing or validating baseline scenarios
- Demonstrable analytical skills

- Excellent communication skills

Language

- Fluency in written and spoken English.

RESPONSIBILITIES

- Documentation review and data gathering;
- Contributing to the development of the evaluation plan and methodology;
- Conducting those elements of the evaluation determined jointly with the international consultant and UNDP;
- Contributing to presentation of the review findings and recommendations at the wrap-up meeting;
- Contributing to the drafting and finalization of the review report

11.Evaluator Ethics

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. **The evaluator 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 evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

12.Payment Schedule

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE 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 TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other evaluation 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 TE, 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

International Consultant

13. Vetted Roster

The International Consultant will be selected by submitting a request to the roster management team of the consolidated GPN/ExpRes roster of pre-selected, active evaluators. This consultant will be selected from the list of CVs provided based on which candidate most closely matches the required skills and expertise identified in Section 10 A.

National Consultant

Individual contractors interested in the position of National Consultant must submit the following information to demonstrate their qualifications.

14. Presentation of Proposal

- a) Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- b) CV inclusive of three references contact information (name, email address and phone number)
- 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 expressed in a lump-sum for the total duration of the contract. The term “all inclusive” implies all costs (professional fees, travel costs, living allowances etc.) supported by a breakdown of costs, as per template attached to the **Letter of Confirmation of Interest template**. The lump sum is fixed regardless of changes in the cost components. 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 indicating the following reference “National Consultant for Terminal Evaluation of National GEF CCCD” by email at the following address ONLY: procurement.tt@undp.org by 4:00pm Friday March 5, 2021. Incomplete applications will be excluded from further consideration.

15. 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 described below. The applicant receiving the Highest **Combined Score that has also accepted UNDP’s General Terms and Conditions** will be awarded the contract.

National Consultant Evaluation Criteria- Interview

The highest Combined Score of weighted interview and financial criteria: The price proposals of all shortlisted consultants, who have attained a minimum 70% score at the Interview stage, will be compared. UNDP will award a contract to the individual who receives the highest score out of a predetermined weighted score. Interview and Financial criteria are as follows: 70% Interview criteria, 30% Financial criteria.

Table 1: Shortlisting Criteria

Criteria	Maximum Points
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Relevance of Education	40
Years of Relevant Experience5 years of supporting project evaluation and/or environmental project implementation experience relevant technical areas for at least 3 years	80
Experience with the national environmental policy framework, and interacting with environmental authorities, NGOs and other actors	40
Experience applying SMART indicators and reconstructing or validating baseline scenarios	10
Fluency in written and spoken English	10
Total	180

16. Additional Requirements for Recommended Contractor

The recommended individual contractor, if below age 65, is required to submit a statement of good health and a copy of his/her medical insurance prior to commencement of services in any offices or premises of UNDP, or before engaging in any travel required by UNDP, or connected with the performance of the Contract. Medical examination not required.

The recommended Individual contractor, if aged 65 and older, is required to submit a statement of good health signed by a recognized physician and a copy of his/her medical insurance prior to commencement of services in any offices or premises of UNDP, or before engaging in any travel required by UNDP, or connected with the performance of the Contract. The medical examination shall be paid by the consultant.

17. Annexes

- Annex A: Project Logical/Results Framework
- Annex B: Project Information Package to be reviewed by TE team
- Annex C: Content of the TE report
- Annex D: Evaluation Criteria Matrix template
- Annex E: UNEG Code of Conduct for Evaluators
- Annex F: TE Rating Scales and TE Ratings Table
- Annex G: TE Report Clearance Form
- Annex H: TE Audit Trail template

Annex A: Project Logical/Results Framework

<p>This project will contribute to achieving the following Country Programme Outcome as defined in UNDAF:</p> <p>UN-MSDF Outcome 4: A sustainable and resilient Caribbean: Policies and programmes for climate change adaptation, disaster risk reduction and universal access to clean and sustainable energy in place.</p>
<p>UN-MSDF Indicators for Outcome 4.</p> <p>Indicator 1: % of new businesses in which renewable energy services account for at least 50% of the energy mix.</p> <p>Indicator 2: number of countries where sustainable, resilient and resource-efficient construction and retrofitting has been carried out in at least one government building.</p> <p>Indicator 3: Representation of strategies that address globally agreed climate change priorities in relevant planning documents and processes.</p> <p>Indicator 4: Number of countries with National Adaptation Plans (NAPs) under implementation.</p> <p>Indicator 5: Number of countries with at least two sector specific Disaster Risk Reduction Strategies under implementation.</p>
<p>CPD Indicator for outcome #3: number of contributions to effective measurable policy and strategic institutional frameworks that will lead to reduction of CO2 and POPS in T&T and improved sustainable land management (SLM). Number of contributions towards tourism development in Tobago through GEF/SGP.</p>
<p>Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one):</p>
<p>Applicable GEF Strategic Focal Area Objectives:</p> <p>CD-4 (GEF5): To strengthen capacities to implement and manage global convention guidelines</p>
<p>Applicable GEF Outcome Indicators:</p> <p>CD-4 (GEF5):</p> <ul style="list-style-type: none"> ▪ Institutional capacities for management of environment strengthened ▪ Standards developed and adopted ▪ Management capacities for implementation of convention guidelines and Reporting enhanced countries ▪ Capacities of CSOs and CBOs as SGP partners, strengthened ▪ Sustainable financing mechanisms developed

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification
Objective: To implement capacity development activities in Trinidad and Tobago to improve the synergistic implementation	1. Alignment of institutional framework with the objectives and obligations of MEAs signed by GoRTT;	<ul style="list-style-type: none"> • Some critical gaps in its institutional framework exist; including an uneven 	<ul style="list-style-type: none"> • Conventions obligations are well integrated into institutional framework 	<ul style="list-style-type: none"> • NCSA reports for baseline information • Project progress • Evaluation reports

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification
of MEAs and contribute to increase national and global environmental benefits	including effective coordination mechanism(s)	capacity within key ministries • Not enough inter-sectorial coordination on the implementation of MEAs	• A mechanism is in place to coordinate implementation of MEAs across sectors	• Institutional reform decisions • Coordination meetings minutes
	2. Alignment of legislative and policy frameworks with the objectives and obligations of MEAs signed by GoRTT	• Similar to the institutional framework, some critical gaps in legal and policy frameworks exist	• MEAs obligations are well integrated into legislative and policy frameworks	• NCSA reports for baseline information • Project progress • Evaluation reports • New Laws and policies adopted
	3. Capacity development scorecard rating	Capacity for: • Engagement: 6 of 9 • Generate, access and use information and knowledge: 10 of 15 • Policy and legislation development: 6 of 9 • Management and implementation: 4 of 6 • Monitor and evaluate: 3 of 6 (Total score: 29/45)	Capacity for: • Engagement: 7 of 9 • Generate, access and use information and knowledge: 11 of 15 • Policy and legislation development: 8 of 9 • Management and implementation: 4 of 6 • Monitor and evaluate: 4 of 6 (Total targeted score: 34/45)	• Mid-term review and final evaluation reports, including an updated CD scorecard • Annual PIRs • Capacity assessment reports
	4. Quality of environmental monitoring reports and communications to measure implementation progress of MEAs	• Current reports are produced with limited data, weak analysis and trend analysis and are not fully responding to national and international requirements.	• Reports present adequate disaggregated data at local level, are informative and present environmental trends over time	• National strategies such as national planning strategy, development plan, etc. • Environmental reports such as the State of Environment and Communications to Conventions

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification
	5. An effective GFTT funding MEAs implementation in Trinidad and Tobago	<ul style="list-style-type: none"> • Very low disbursement / commitment so far: TTD 250M for 16 approved projects vs. a fund capital of TTD 3B growing at about TTD 300M per year 	<ul style="list-style-type: none"> • Disbursements more inline with growth of the fund, funding environmental activities, including MEAs implementation 	<ul style="list-style-type: none"> • GFTT annual reports to Auditor General • Projects reports • Audit reports • Evaluation reports
OUTCOME 1: The institutional framework is strengthened and more coordinated, and more able to address global environmental concerns				
<p>Output 1.1: Institutions with clear mandates and responsibilities to implement and monitor implementation of MEAs</p> <p>Output 1.2: Environmental legislation and policy framework aligned with MEAs obligations</p> <p>Output 1.3: An operational inter-sectorial coordination mechanism in place to oversee the implementation of MEAs</p> <p>Output 1.4: Improved contributions from CSO sector, Faith based organizations, Academia, and private sector to implement MEAs</p>	6. Responsibilities for MEAs obligations assigned to institutions mandates	<ul style="list-style-type: none"> • Institutional framework is fragmented and MEAs implementation is uneven • National focal points report independently to MEAs, with little collaboration; decisions sometimes conflict 	<ul style="list-style-type: none"> • All MEAs obligations are clearly assigned to key institutions 	<ul style="list-style-type: none"> • NCSA reports for baseline information • Project reports • Mandates of agencies and sub-units • Organizational structures • New/revised laws and norms • Government Decisions, Ministerial Orders, etc.
	7. Roles and responsibilities for implementing MEAs obligations assigned in job descriptions	<ul style="list-style-type: none"> • Roles and responsibilities for implementing MEAs obligations are not well assigned to staffs and key ministries 	<ul style="list-style-type: none"> • Roles and responsibilities for implementing MEAs obligations clearly assigned to key job descriptions 	<ul style="list-style-type: none"> • NCSA reports • Job descriptions • Project reports • MEAs reports • Ministry policies and reports
	8. MEAs obligations integrated in related legislation	<ul style="list-style-type: none"> • Laws in place to ratify MEAs, but “secondary” laws and norms not revised to 	<ul style="list-style-type: none"> • Key laws and norms revised to be consistent with MEAs obligations 	<ul style="list-style-type: none"> • Secondary (enabling) legislation and norms

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification
		be consistent with MEAs obligations	<ul style="list-style-type: none"> • “Secondary” legislation and norms in place to enable integration of MEAs into sectoral policy-making and planning processes 	<ul style="list-style-type: none"> • Government Documents • Government and Minister’s Orders, Decrees and regulations
	9. MEAs obligations integrated in related policies, national plans, and strategies	<ul style="list-style-type: none"> • MEAs action plans not mainstreamed into national and regional policies and planning • Related ministries’ programmes and activities are sector-oriented, with little collaboration 	<ul style="list-style-type: none"> • Related national policy-making and planning processes incorporate MEAs obligations 	<ul style="list-style-type: none"> • Agendas and minutes of coordination mechanism(s) • Environmental and sectoral programme and project documents • Environmental screening documents (e.g., checklists)
	10. Staff of key organizations with the necessary skills and knowledge to address MEAs obligations	<ul style="list-style-type: none"> • Uneven capacity of focal points and staff to manage and implement MEAs 	<ul style="list-style-type: none"> • Staff trained and apply skills and knowledge to the implementation of MEAs obligations 	<ul style="list-style-type: none"> • Training evaluations
	11. Operational inter-sectorial coordination mechanism(s) overseeing implementation of MEAs	<ul style="list-style-type: none"> • An existing mechanism for Rio Conventions policy development coordination exist, however there is not enough inter-sectorial coordination of implementation of MEAs 	<ul style="list-style-type: none"> • A mechanism is in place to coordinate implementation of MEAs across sectors, including a broader stakeholder involvement process 	<ul style="list-style-type: none"> • Policy paper approved by MPD or Cabinet • Regular updates to MPD and Cabinet • Coordination meetings minutes
	12. Effective participation of Civil Society Organizations (CSOs) in	<ul style="list-style-type: none"> • Minimal stakeholder involvement in implementation of 	<ul style="list-style-type: none"> • All relevant stakeholders involved 	<ul style="list-style-type: none"> • Membership of participative processes

Objectives and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification
	the implementation of MEAs	MEAs, particularly UNFCCC and UNCCD	in MEAs implementation	<ul style="list-style-type: none"> Media coverage CSOs reports
OUTCOME 2: The Green Fund is effective as a funding mechanism to support the implementation of MEAs in Trinidad and Tobago				
Output 2.1: Increased efficiency of the GFEU to select and fund environmental projects aligned with MEAs obligations Output 2.2: Increased quality and quantity of environmental projects submitted by CSOs to the GFTT and contributing to the implementation of MEAs obligations on Trinidad and Tobago	13. Revised Indicator: Number of GFEU staff trained and exhibiting increased knowledge of MEAs obligations and implementation	<ul style="list-style-type: none"> Revised Baseline: Not any GFEU staff had been trained on MEAs 	<ul style="list-style-type: none"> At least 6 GFEU technical and senior staff trained Increase in MEA knowledge after training 	<ul style="list-style-type: none"> Project reports
	14. Revised indicator: Number of CSOs applied or in the process of applying to the GFTT after project interventions	<ul style="list-style-type: none"> Revised Baseline: There were in average 9 applications to the GFTT per year before May 2019 (in period 2008 to April 2019) 	<ul style="list-style-type: none"> 10% increase in number of CSOs applying yearly to the GFTT compared to this number prior to May 2019. 	<ul style="list-style-type: none"> GFTT annual reports
	15. Revised indicator: Number of CSOs trained and exhibiting increased knowledge of MEAs obligations and implementation	<ul style="list-style-type: none"> Revised Baseline: Not any CSO had been trained on MEAs 	<ul style="list-style-type: none"> 30 members of CSOs trained Increase in MEA knowledge after training 	<ul style="list-style-type: none"> GFTT annual reports Project proposals Evaluation reports
	16. Revised indicator: Number of CSOs expressing intent to access GFTT funding	<ul style="list-style-type: none"> Revised Baseline: In average 8 organizations per year were expressing an intent to apply to the GFTT in period 2009 to April 2019. 	<ul style="list-style-type: none"> 10% increase in the number of CSOs intending to submit applications to GFTT after May 2019 	<ul style="list-style-type: none"> Project proposals Evaluation reports

Annex B: Project Information Package to be reviewed by TE team

#	Item (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP)
6	Inception Workshop Report
7	Mid-Term Review report and management response to MTR recommendations
8	All Project Implementation Reports (PIRs)
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
10	Minutes of Project Board Meetings
11	GEF Tracking Tools (from CEO Endorsement and terminal stages)
12	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
13	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
14	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
15	Sample of project communications materials
16	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
17	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
18	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)
19	UNDP Country Programme Document (CPD)
20	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted

Annex C: Content of the TE report

- i. Title page
 - Title of UNDP-supported GEF-financed project
 - UNDP PIMS ID and GEF ID
 - TE timeframe and date of final TE report
 - Region and countries included in the project
 - GEF Focal Area/Strategic Program
 - Executing Agency, Implementing partner and other project partners
 - TE Team members
- ii. Acknowledgements
- iii. Table of Contents
- iv. Acronyms and Abbreviations
1. Executive Summary (3-4 pages)
 - Project Information Table
 - Project Description (brief)
 - Evaluation Ratings Table
 - Concise summary of findings, conclusions and lessons learned
 - Recommendations summary table
2. Introduction (2-3 pages)
 - Purpose and objective of the TE
 - Scope
 - Methodology
 - Data Collection & Analysis
 - Ethics
 - Limitations to the evaluation
 - Structure of the TE report
3. Project Description (3-5 pages)
 - Project start and duration, including milestones
 - 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
 - Immediate and development objectives of the project
 - Expected results
 - Main stakeholders: summary list
 - Theory of Change
4. Findings
(in addition to a descriptive assessment, all criteria marked with (*) must be given a rating²)
 - 4.1 Project Design/Formulation
 - Analysis of Results Framework: project logic and strategy, indicators
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g. same focal area) incorporated into project design
 - Planned stakeholder participation
 - Linkages between project and other interventions within the sector
 - 4.2 Project Implementation

² See ToR Annex F for rating scales.

- Adaptive management (changes to the project design and project outputs during implementation)
 - Actual stakeholder participation and partnership arrangements
 - Project Finance and Co-finance
 - Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
 - UNDP implementation/oversight (*) and Implementing Partner execution (*), overall project implementation/execution (*), coordination, and operational issues
 - Risk Management incl. Social and Environmental Standards (Safeguards)
- 4.2 Project Results
- Progress towards objective and expected outcomes (*)
 - Relevance (*)
 - Effectiveness (*)
 - Efficiency (*)
 - Overall Outcome (*)
 - Country ownership
 - Gender
 - Other Cross-cutting Issues
 - Sustainability: financial (*), socio-economic (*), institutional framework and governance (*), environmental (*), and overall likelihood (*)
 - Country Ownership
 - **Gender equality and women's empowerment**
 - Cross-cutting Issues
 - GEF Additionality
 - Catalytic Role / Replication Effect
 - Progress to Impact
5. Main Findings, Conclusions, Recommendations & Lessons
- Main Findings
 - Conclusions
 - Recommendations
 - Lessons Learned
6. Annexes
- TE ToR (excluding ToR annexes)
 - TE Mission itinerary
 - List of persons interviewed
 - List of documents reviewed
 - Summary of field visits
 - Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
 - Questionnaire used and summary of results
 - Co-financing tables (if not include in body of report)
 - TE Rating scales
 - Signed Evaluation Consultant Agreement form
 - Signed UNEG Code of Conduct form
 - Signed TE Report Clearance form
 - *Annexed in a separate file:* TE Audit Trail

- *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

Annex D: Evaluation Criteria Matrix template

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 level?			
<i>(include evaluative questions)</i>	<i>(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)</i>	<i>(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)</i>	<i>(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)</i>
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, socio-political, and/or environmental risks to sustaining long-term project results?			
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			
Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			
<i>(Expand the table to include questions for all criteria being assessed: Monitoring & Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)</i>			

Annex E: UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

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.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry **out the project's Mid-Term Review**.

Evaluation Consultant Agreement Form

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

Name of Evaluator: _____

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: TE Rating Scales & Evaluation Ratings Table

TE Rating Scales	
Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings 5 = Satisfactory (S): meets expectations and/or no or minor shortcomings 4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings 3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings 2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings 1 = Highly Unsatisfactory (HU): severe shortcomings Unable to Assess (U/A): available information does not allow an assessment	4 = Likely (L): negligible risks to sustainability 3 = Moderately Likely (ML): moderate risks to sustainability 2 = Moderately Unlikely (MU): significant risks to sustainability 1 = Unlikely (U): severe risks to sustainability Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability

Evaluation Ratings Table	
Monitoring & Evaluation (M&E)	Rating ³
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

³ Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

Annex G: TE Report Clearance Form

Terminal Evaluation Report for <i>(Project Title & UNDP PIMS ID)</i> Reviewed and Cleared By:	
Commissioning Unit (M&E Focal Point)	
Name: _____	
Signature: _____	Date: _____
Regional Technical Advisor (Nature, Climate and Energy)	
Name: _____	
Signature: _____	Date: _____

Annex H: TE Audit Trail

The following is a template for the TE Team to show how the received comments on the draft TE report have (or have not) been incorporated into the final TE report. This Audit Trail should be listed as an annex in the final TE report but not attached to the report file.

To the comments received on *(date)* from the Terminal Evaluation of *(project name)* (UNDP Project PIMS #)

The following comments were provided to the draft TE report; they are referenced by institution/organization (do not include the commentator's name) and track change comment number ("#" column):

Institution/ Organization	#	Para No./ comment location	Comment/Feedback on the draft TE report	TE team response and actions taken