**Interim Evaluation Terms of Reference for UNDP-supported GCF-financed projects**

## IDENTIFICATION OF THE POSITION

|  |  |
| --- | --- |
| **Job Title:** | Interim Evaluation Consultancy team |
| **Project:** | Monrovia Metropolitan Coastal Resilient Project (MMCRP) |
| **Location:** | Monrovia, Liberia |
| **Travel requirement:** | No |
| **Type of Contract:** | Individual Contract |
| **Post Level:** | National |
| **Languages Required** | English |
| **Starting Date:** | *17 February 2025* |
| **Duration:** | 17 February to 20 April 2025 (up to 30 workdays) |
| **Application deadline:** | 2/13/2025 |

This is the Terms of Reference (ToR) for a National Consultant (NC) for the UNDP-GCF Midterm Evaluation (MTE) of the project titled *“Monrovia Metropolitan Climate Resilience Project”* (Reference No. FP160/ PIMS 5739), implemented through the Environmental Protection Agency of Liberia, which is to be undertaken in 2025 (this year). The project started on 21st July 2021 and is in its fourth year of implementation. This ToR sets out the expectations for this Interim Evaluation.

# 2. PROJECT BACKGROUND INFORMATION

Implementing Partner/Executing Entity : Environmental Protection Agency of Liberia

Accredited Entity : United Nations Development Programme

Responsible Party : Ministry of Mines and Energy

Project Budget : US$ 25,638,905

**Table 1: Project's Budget Allocation Breakdown per Donor.**

|  |  |
| --- | --- |
| GCF (grant): | US$ 17,255,755 |
| UNDP co-financing: | US$ 1,577,750 |
| Government co-financing: | US$ 6,805,400 |
| **Total:** | US$ 25,638,905 |

The Liberian capital Monrovia is particularly vulnerable to climate effects, namely sea level rise and the increased frequency of high-intensity storms. This has resulted in coastal erosion and shoreline retreat, which threatens the sustainability of ecosystem services and directly impacts Monrovians' fishery-based livelihoods of approximately 55,000 Monrovians, 46% of whom are women. To help address the impacts, the Government of Liberia (GoL) secured funding from the Green Climate Fund (GCF) and the United Nations Development Programme (UNDP), in addition to a GoL co-financing commitment – to implement the Monrovia Metropolitan Climate Resilience Project (MMCRP). The Environmental Protection Agency of Liberia (EPA) is the Executing Entity for the MMCRP, with the UNDP as the Accredited Entity.

The core aim of the Project is to build the long-term climate resilience of coastal communities in Liberia by both addressing immediate adaptation priorities and creating an enabling environment for up-scaling coastal adaptation initiatives to other parts of Monrovia and Liberia.

As such, the MMCRP will address these vulnerabilities by:

1. Building a coastal revetment on 1050m of coastline at West Point-ensuring landings for fishing boats (Output 1).
2. Improving the management of Liberia’s coastal zone by developing capacity for ICZM (Output 2); and
3. Supporting the development of gender- and climate-sensitive livelihoods and improving the resilience of climate-sensitive livelihoods in Monrovia (Output 3). The project is expected to enhance coastal protection, foster improved coastal management and present local communities with diversified climate-resilient livelihoods.

The Project interventions of coastal protection, comprehensive, long-term planning for coastal zone management and the strengthening of local livelihoods — in conjunction with strong awareness-raising and knowledge management considerations — aims to address both the immediate and long-term impacts of climate change on the coast of Monrovia and facilitate the potential for up-scaling these initiatives across Liberia. The Project also envisions catalyzing a paradigm shift in the management of Monrovia’s coastal zone towards an integrated, transformative and proactive approach that addresses current and anticipated climate change risks, and which mixes both infrastructure (where necessary) and coastal ecosystems in adaptation efforts.

The Environmental Protection Agency (EPA) is the principal authority in Liberia responsible for the management of the environment and natural resources and is empowered to coordinate, monitor, supervise and consult with relevant stakeholders on all activities in the protection of the environment and sustainable use of natural resources. Hence, the EPA, in close collaboration with the Ministry of Mines and Energy (MME), Ministry of Finance and Development Planning (MFDP), and the Ministry of Public Works (MPW) is implementing the MMCRP through a Project Management Unit (PMU), based at the EPA. The UNDP, as an Accredited Entity to GCF, is providing oversight and quality assurance services to the MMCRP.

# 3. OBJECTIVES OF THE INTERIM EVALUATION

The Interim Evaluation (IE) will assess progress towards the achievement of the project objectives and outcomes as specified in the UNDP Project Document and GCF Funded Activity Agreement (FAA), and assess early signs of project success or failure with the goal of identifying the necessary changes to be made to set the project on track to achieve its intended results. The IE will also review the project’s strategy and its risks to sustainability.

* **Risks to sustainability** – seeks to assess the likelihood of continued benefits after the project ends. The assessment of sustainability at the Interim Evaluation stage considers the risks that are likely to affect the continuation of project outcomes. The IE should validate the risks identified in the Project Document, Annual Project Reports, and the ATLAS Risk Management Module and whether the risk ratings applied are appropriate and up to date.
* **Relevance, effectiveness and efficiency** - seeks to assess the appropriateness in terms of selection, implementation and achievement of FAA and project document results framework activities and expected results (outputs, outcomes and impacts).
* **Coherence in climate finance delivery with other multilateral entities** - looks at how GCF financing is additional and able to amplify other investments or de-risk and crowd-in further climate investment.
* **Gender equity** - ensures integration of understanding on how the impacts of climate change are differentiated by gender, the ways that behavioural changes and gender can play in delivering paradigm shift, and the role that women play in responding to climate change challenges both as agents but also for accountability and decision-making.
* **Country ownership of projects and programmes** - examines the extent of the emphasis on sustainability post project through country ownership; on ensuring the responsiveness of the GCF investment to country needs and priorities including through the roles that countries play in projects and programmes.
* **Innovativeness in results areas** - focuses on identification of innovations (proof of concept, multiplication effects, new models of finance, technologies, etc.) and the extent to which the project interventions may lead to a paradigm shift towards low-emission and climate-resilient development pathways.
* **Replication and scalability** – the extent to which the activities can be scaled up in other locations within the country or replicated in other countries (this criterion, which is considered in document GCF/B.05/03 in the context of measuring performance could also be incorporate d in independent evaluations).
* **Unexpected results, both positive and negative** - identifies the challenges and the learning, both positive and negative, that can be used by all parties (governments, stakeholders, civil society, AE, GCF, and others) to inform further implementation and future investment decision-making

# 4. INTERIM EVALUATION APPROACH & METHODOLOGY

Based on the [UNDP Evaluation Guidelines](http://web.undp.org/evaluation/guideline/) and [Evaluation Policy for the Green Climate Fund](https://ieu.greenclimate.fund/sites/default/files/page/gcf-b28-05-rev01-evaluation-policy-gcf.pdf), in consultations with UNDP Country Office, the Evaluation will be participatory, involving relevant stakeholders. The Evaluation will be conducted by either a firm or a team made up of an International MTR Consultant (The Evaluator) that will be assisted by the National Evaluation Consultant. A detailed plan for the Evaluation process will be proposed by the Evaluator and agreed as a part of the Evaluation Inception Report.

The IE must provide evidence-based information that is credible, reliable and useful. The IE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. baseline Funding proposal submitted to the GCF, FAA the Project Document, project reports including Annual Performance Reports, Quarterly Progress Reports, UNDP Environmental & Social Safeguard Policy, project budget revisions, national strategic and legal documents, records of surveys conducted, stakeholder maps, and any other materials that the team considers useful for this evidence-based review).

The IE team is expected to follow a collaborative and participatory approach[[1]](#footnote-1) ensuring close engagement with the Project Team, Implementing Partner, NDA focal point, government counterparts, the UNDP Country Office, Regional Technical Advisor, and other key stakeholders and beneficiaries.

Engagement of stakeholders is vital to a successful IE.[[2]](#footnote-2) Stakeholder involvement should include (where possible) surveys/questionnaires, focus groups, interviews with stakeholders who have project responsibilities, including but not limited to executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, local government, CSOs, project beneficiaries, etc. Additionally, the IE team is expected to conduct field missions to project sites, to be decided in consultation with the project team. Data collection (government data/records, field observation visits, CDM verifications, public expenditure reporting, GIS data, etc.) will be used to validate evidence of results and assessments (including but not limited to: assessment of Theory of Change, activities delivery, and results/changes occurred).

The specific design and methodology for the IE should emerge from consultations between the IE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the IE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The IE 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 IE report. The final methodological approach including interview schedule, field visits and data to be used in the IE must be clearly outlined in the Inception Report and be fully discussed and agreed between UNDP, stakeholders and the IE team.

The final Interim Evaluation report should describe the full evaluation approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the assessment. The final report must also describe any limitations encountered by the Interim Evaluation team during the evaluation process, including limitations of the methodology, data collection methods, and any potential influence of limitation on how findings may be interpreted, and conclusions drawn. Limitations include, among others: language barriers, inaccessible project sites, issues with access to data or verification of data sources, issues with availability of interviewees, methodological limitations to collecting more extensive or more representative qualitative or quantitative evaluation data, deviations from planned data collection and analysis set out in the ToR and Inception Report, etc. Efforts made to mitigate the limitations should also be included in the Interim Evaluation report.

# 5. DETAILED SCOPE OF THE MTE

The IE team will assess the following categories of project progress. See the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GCF-Financed Projects* for extended descriptions. The following questions are intended to guide the Interim Evaluation team to deliver credible and trusted evaluations that provide assessment of progress and results achieved in relationship to the GCF investment, can identify learning and areas where restructuring or changes through adaptive management in project implementation are needed, and can make evidence-based clear and focused recommendations that may be required for enhancing project implementation to deliver expected results and to what extent these can be verified and attributed to GCF investment.

## i. Project Strategy

The National Consultant will support the International Consultant (IC) in conducting the following:

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 the country’s priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating in countries in the case of multi-country projects)?
* Review decision-making processes: were the 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, considered 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.
* If there are major areas of concern, recommend areas for improvement.

Results Framework/Logframe and Theory of Change:

* 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, Timebound), 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.
* Ensure that the indicators (gender-disaggregated) are SMART, aligned with GCF/Results Management Framework (RMF)/Performance Measurement Frameworks (PMFs) and the guidance in the GCF programming manual.
* Evaluate the Theory of Change (ToC) proposed by the project during the inception and design phases in comparison to the approach, relevance, actions, interventions, practicality, and current context. Foresee the way forward and propose necessary adjustments.

## ii. Relevance, Effectiveness and Efficiency

* Were the context, problem, needs and priorities well analysed and reviewed during project initiation?
* Are the planned project objectives and outcomes relevant and realistic to the situation on the ground?
* Do outputs link to intended outcomes which link to broader paradigm shift objectives of the project?
* Are the outputs being achieved in a timely manner? Is this achievement supportive of the ToC and pathways identified?
* How is the project Theory of Change (ToC) used in helping the project achieve results/ How is the ToC applied through the project?
* Is the project Theory of Change (ToC) and intervention logic coherent and realistic? Does the ToC and intervention logic hold or does it need to be adjusted? Reconstruct the ToC, if appropriate, aligning it with the GCF ToC format.
* Verify the mitigation impact that the project has achieved. Analyse the GHG emissions achieved (including indirect emissions). Has an appropriate MRV system for GHG emission been established and implemented? Do outputs link to intended outcomes which link to broader paradigm shift objectives of the project?
* Are the planned inputs and strategies identified realistic, appropriate and adequate to achieve the results? Were they sequenced sufficiently to efficiently deliver the expected results?
* What and how much progress has been made towards achieving the overall outputs and outcomes of the project (including contributing factors and constraints)?
* To what extent is the project able to demonstrate changes against the baseline (assessment in approved Funding Proposal) for the GCF investment criteria (including contributing factors and constraints)?
* How realistic are the risks and assumptions of the project?
* How did the project deal with issues and risks in implementation?
* To what extent did the project’s M&E data and mechanism(s) contribute to achieving project results?
* Are the project’s governance mechanisms functioning efficiently?
* To what extent did the design of the project help or hinder achieving its own goals?
* Were there clear baselines indicators and/or benchmark for performance measurements?
* How were these used in project management? To what extent and how the project applies adaptive management?
* What, if any, alternative strategies would have been more effective in achieving the project objectives?

## iii. Progress Towards Results

Progress Towards Outcomes Analysis:

* By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.
* Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; color code progress in a “traffic light system” based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as “Not on target to be achieved” (red).

**Table 2: Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Project Strategy** | **Indicator[[3]](#footnote-3)** | **Baseline Level[[4]](#footnote-4)** | **Level in**  **1st APR**  **(self-**  **reported)** | **Level in 2nd APR**  **(self-**  **reported)** | **Midterm**  **Target[[5]](#footnote-5)** | **End-of project Target** | **Midterm**  **Level & Assessment[[6]](#footnote-6)[[7]](#footnote-7)** | **Achievement**  **Rating7** | **Justification for Rating** |
| **Objective:** | Indicator (if applicable): |  |  |  |  |  |  |  |  |
| **Outcome**  **1:** | Indicator 1: |  |  |  |  |  |  |  |  |
| Indicator 2: |  |  |  |  |  |  |
| **Output** | Indicator |  |  |  |  |  |  |  |  |
| **Output** | Indicator |  |  |  |  |  |  |  |  |
| **Outcome**  **2:** | Indicator 3: |  |  |  |  |  |  |  |  |
| Indicator 4: |  |  |  |  |  |  |
| Etc. |  |  |  |  |  |  |
| **Output** | Indicator |  |  |  |  |  |  |  |  |
| **Output** | Indicator |  |  |  |  |  |  |  |  |
| **Etc.** |  |  |  |  |  |  |  |  |  |

**Indicator Assessment Key**

|  |  |  |
| --- | --- | --- |
| Green= Achieved | Yellow= On target to be achieved | Red= Not on target to be achieved |

In addition to the progress towards outcomes and outputs analysis:

* Assess whether the total number of beneficiaries and indirect beneficiaries of the project has been properly calculated.
* 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.
* Include a comprehensive assessment of the impact of COVID-19 on different aspects of project implementation. Assess the impact on results delivery, overall funded activity performance along with a plan of action to address these.

## iii. Project Implementation and Adaptive Management

Management Arrangements:

* Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
* Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
* Review the quality of support provided by the UNDP and recommend areas for improvement.

Work Planning:

* Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
* Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
* Examine the use of the project’s results framework/ logframe as a management tool and review any changes made to it since the project started.

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 because of budget revisions and assess the appropriateness and relevance of such revisions.
* Have project resources been utilized in the most economical, effective and equitable ways possible (considering value for money; absorption rate; commitments versus disbursements and projected commitments; co-financing; etc.)?
* 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?
* Assess factors that contributed to low/high expenditure rate and impact on the project.
* Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Comment on the use of different financial streams (parallel, leveraged, mobilized finance), as applicable in the context of the project – see GCF policy on co-finance[[8]](#footnote-8). Discuss whether co-finance related conditions and covenants, as listed in the FAA, have been fulfilled, as applicable.
* Conduct an analysis of materialized co-financing and implications for project scope and results. If cofinance is not materialising as planned (timing and/or amount), assess mitigation measures, and discuss the impact of that on the project and results on the ground.
* Recommend options for resource mobilization in case not materialized co-financing and exogenous factors that may limit the cost-effectiveness of the project interventions.

Coherence in climate finance delivery with other multilateral entities

* Who are the partners of the project and how strategic are they in terms of capacities and commitment?
* Is there coherence and complementarity by the project with other actors for local other climate change interventions?
* To what extent has the project complimented other on-going local level initiatives (by stakeholders, donors, governments) on climate change adaptation or mitigation efforts?
* How has the project contributed to achieving stronger and more coherent integration of shift to low emission sustainable development pathways and/or increased climate resilient sustainable development (GCF RMF/PMF Paradigm Shift objectives)? Please provide concrete examples and make specific suggestions on how to enhance these roles going forward.

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?
* Discuss any quality assuring mechanisms being used (e.g. ISO standard, government accreditations, international certificates, etc.)
* Is project reporting and information generated by the project linked to national SDGs, NDC and other national reporting systems?
* Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

Stakeholder Engagement:

* Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
* Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
* Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards the achievement of project objectives?
* Is a grievance mechanism in place? If so, assess its effectiveness

Social and Environmental Standards (Safeguards)

* Validate the risks identified in the project’s most current SESP/ESIA, and those risks’ ratings; are any revisions needed?
* Summarize and assess the revisions made since Board Approval (if any) to:
  + The project’s overall safeguards risk categorization.
  + The identified types of risks8 (in the SESP).
  + 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 the Funding Proposal stage (and prepared during implementation, if any), 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 fulfill GCF reporting requirements (i.e. how have they addressed poorly rated APRs, if applicable?)
* Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.
* Assess the efficiency, timeliness, and adequacy of reporting requirements

Communications:

* Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
* Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
* For reporting purposes, write one half-page paragraph that summarizes the project’s progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

## iv. Sustainability

* Validate whether the risks identified in the Project Document, Annual Performance Reports and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
* In addition, assess the following risks to sustainability:

Financial risks to sustainability:

* What is the likelihood of financial and economic resources not being available once the GCF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project’s outcomes)?

Socio-economic risks to sustainability:

* Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

* Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:

* Are there any environmental risks that may jeopardize sustenance of project outcomes?

**vi. Country Ownership**

* To what extent is the project aligned with national development plans, national plans of action on climate change, or sub-national policy as well as projects and priorities of the national partners?
* How well is country ownership reflected in the project governance, coordination and consultation mechanisms or other consultations?
* To what extent are country level systems for project management or M&E utilized in the project?
* Is the project, as implemented, responsive to local challenges and relevant/appropriate/strategic in relation to SDG indicators, National indicators, GCF RMF/PMF indicators, AE indicators, or other goals?
* Were the modes of deliveries of the outputs appropriate to build essential/necessary capacities, promote national ownership and ensure sustainability of the result achieved?

**vii. Gender equity**

* Does the project only rely on sex-disaggregated data per population statistics?
* Are financial resources/project activities explicitly allocated to enable women to benefit from project interventions?
* Does the project account in activities and planning for local gender dynamics and how project interventions affect women as beneficiaries?
* Do women as beneficiaries know their rights and/or benefits from project activities/interventions?
* How do the results for women compare to those for men?
* Is the decision-making process transparent and inclusive of both women and men?
* To what extent are female stakeholders or beneficiaries satisfied with the project gender equality results?
* Did the project sufficiently address cross cutting issues including gender?
* How does the project incorporate gender in its governance or staffing?

**viii. Innovativeness in results areas**

* What are the lessons learned to enrich learning and knowledge generation in terms of how the project played in the provision of "thought leadership,” “innovation,” or “unlocked additional climate finance” for climate change adaptation/mitigation in the project and country context? Please provide concrete examples and make specific suggestions on how to enhance these roles going forward.

**ix. Unexpected results, both positive and negative**

* What has been the project’s ability to adapt and evolve based on continuous lessons learned and the changing development landscape? Please account for factors both within the AE/EE and external.
* Can any unintended or unexpected positive or negative effects be observed as a consequence of the project's interventions?
* What factors have contributed to the unintended outcomes, outputs, activities, results?
* Do any of the unintended results constitute a major change?[[9]](#footnote-9)

**x. Replication and Scalability**

* Assess the effectiveness of exit strategies and approaches to phase out assistance provided by the project including contributing factors and constraints? Is there a need for recalibration?
* What factors of the project achievements are contingent on specific local context or enabling environment factors?
* Are the actions and results from project interventions likely to be sustained, ideally through ownership by the local partners and stakeholders?
* What are the key factors that will require attention in order to improve prospects of sustainability, scalability or replication of project outcomes/outputs/results?

## Conclusions & Recommendations

The Interim Evaluation will include a section of the report setting out the evaluation’s evidence-based conclusions, considering the findings.[[10]](#footnote-10) Explain whether the project will be able to achieve planned development objective and outcomes by the end of implementation.

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 Interim Evaluation team should make no more than 10 recommendations in total.

The Interim Evaluation will also include a separate section with a concise and logically articulated set of lessons learned (new knowledge gained from the project, context, outcomes, even evaluation methods; failures/lost opportunities to date, what might have been done better or differently, etc.). Lessons should be based on specific evidence presented in the report and can be used to inform design, adapt and change plans and actions, as appropriate, and plan for scaling up. The Interim Evaluation report’s findings, conclusions, recommendations and lessons learned need to consider gender equality and women’s empowerment and other cross-cutting issues.

## Ratings

The Interim Evaluation team will include its ratings of the project’s results and brief descriptions of the associated achievements in an *Interim Evaluation Ratings & Achievement Summary Table* in the Executive Summary of the Interim Evaluation report. See Annex E for ratings scales. No rating on Project Strategy and no overall project rating is required.

**Table 3: Interim Evaluation Ratings & Achievement Summary Table for the “Monrovia Metropolitan Climate Resilience Project”**

|  |  |  |
| --- | --- | --- |
| **Measure** | **Interim Evaluation Rating** | **Achievement Description** |
| **Project Strategy** | N/A |  |
| **Progress Towards Results** | Objective Achievement Rating: (rate 6 pt. scale) |  |
| Outcome 1  Achievement Rating: (rate 6 pt. scale) |  |
| Outcome 2  Achievement Rating: (rate 6 pt. scale) |  |
| Outcome 3  Achievement Rating: (rate 6 pt. scale) |  |
| Etc. |  |
| **Project**  **Implementation &**  **Adaptive**  **Management** | (rate 6 pt. scale) |  |
| **Sustainability** | (rate 4 pt. scale) |  |

# 6. TIMEFRAME

The total duration of the Interim Evaluation will be approximately 30working daysover a time of 10 weeks and shall not exceed three months from when the consultants are hired. The tentative Interim Evaluation timeframe is as follows:

|  |  |  |
| --- | --- | --- |
| **ACTIVITY** | **NUMBER OF**  **WORKING DAYS** | **COMPLETION DATE** |
| **Desk review and Inception Report** | | |
| Document review and preparing IE Inception Report (IE Inception Report due no later than 2 weeks before the IE mission) | *4 days* | *06 February 2025* |
| **Mission and Data Collection** | | |
| IE mission: stakeholder meetings, interviews, field visits\* | *8 days* | *18 February 2025* |
| Presentation of initial findings- last day of the IE mission | *1 day* | *19 February* 2025 |
| **Report Writing** |  |  |
| Preparing draft report (due no later than 2 weeks after the IE mission) | *8 days* | *03 March 2025* |
| Incorporation of comments on Draft IE Report #1; Preparation and submission of Draft IE Report #2 *(at least 5 ½ weeks before final report due date. Draft #2 will be shared with the GCF Secretariat for a 4-week review period. Please ensure that the timeline incorporates this review period. Comments from other stakeholders will be collected in parallel)* | *6 days* | *17 March 2025* |
| Finalization of IE report/ Incorporating audit trail from feedback on draft report (due within 1 week of receiving UNDP comments on the draft) *(note: 2 weeks’ time delay accommodated for circulation and review of the draft report)* | *3 days* | *17 April 2025* |

\*Options for site visits should be provided in the Inception Report.

# 7. INTERIM EVALUATION DELIVERABLES

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **#** | **Deliverable** | **Description** | **Timing** | **Responsibilities** |
| **1** | **IE Inception Report** | Proposed evaluation methodology, work plan and structure of the Interim Evaluation report, and options for site visits | No later than 2 weeks before the IE mission  (by 06 February 2025) | Interim Evaluation team submits to the Commissioning Unit and project management |
| **2** | **Presentation** | Initial Findings | End of IE mission (by 19 February 2025) | Interim Evaluation Team presents to project management and the Commissioning Unit |
| 3 | **Draft IE Report #1** | Full report (using guidelines on content outlined in Annex B) with annexes | No later than 3 weeks from the MTE mission (by 12 March 2025) | Interim Evaluation Team sends draft to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, NDA focal point |
| **4** | **Draft IE Report #2** | Full report (using guidelines on content outlined in Annex B) with annexes | 19 March 2025 | Interim Evaluation Team sends draft to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, NDA focal point |
| **5** | **Final Interim Evaluation Report\*** + Audit Trail | Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final  IE report | Within 1 week of receiving UNDP comments on draft  (by 02 April 2025) | Interim Evaluation Team sends final report Commissioning Unit |
| **6** | **Concluding Stakeholder Workshop (optional; strongly encouraged)** | Meeting to present and discuss key findings and recommendations of the evaluation report, and key actions in response to the report. | Within 1-2 weeks of completion of final Interim Evaluation report (08 April 2025) | Led by Interim Evaluation team or Project Team and Commissioning Unit |

\*The final IE report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

# 8. INTERIM EVALUATION ARRANGEMENTS

Monitoring & Evaluation Focal Point of the Commissioning Unit. The Commissioning Unit for this project’s IE is UNDP Liberia Office. During this assignment, the Interim Evaluation team will report to a program officer or a program analyst appointed by the Commissioning Unit (not involved in managing the project) and who will provide guidance and ensure satisfactory completion of deliverables.

The Commissioning Unit will contract the IE team and ensure the timely provision of per diems and travel arrangements within the country. The Project Team will be responsible for liaising with the Interim Evaluation team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

# 9. TEAM COMPOSITION

The IE will be conducted by a consultancy firm or an independent third-party consultancy team. 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 qualities in the following areas:

|  |  |
| --- | --- |
| **Work Experience and Skills for the Technical Expert (National Consultant)** | **Points** |
| * At least five (5) years of professional experience in development sector projects in developing countries required, relevant work experience in Liberia or in any other LDC is desirable. | 10 |
| * Demonstrated knowledge of climate change adaptation in Liberia is an asset | 5 |
| * Experience in conducting Monitoring and Evaluation or project/program evaluations for UNDP, GEF, AF or GCF projects, or other international development organizations is an asset. | 10 |
| **Total** | **25** |

Language

* Fluency in written and spoken English

1. **EVALUATOR ETHICS**

The evaluation team will be held to the highest ethical standards and is required to sign a code of conduct (see ToR Annex D) upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG [Ethical Guidelines for Evaluation](http://www.unevaluation.org/document/detail/2866). The evaluation 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 evaluation team 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.

# PAYMENT MODALITIES AND SPECIFICATIONS

* 20% upon satisfactory delivery and approval of the final Interim Evaluation Inception Report
* 50% upon satisfactory delivery of the of the first draft Interim Evaluation report
* 30% upon satisfactory delivery and approval of the final Interim Evaluation report by the Commissioning Unit, UNDP Nature, Climate and Energy (NCE) Regional Technical Advisor and UNDP NCE Principal Technical Advisor +submission of completed Audit Trail

Criteria for issuing the final payment of 30%[[11]](#footnote-11):

1. The final IE report includes all requirements outlined in the IE TOR and is in accordance with the IE guidance.
2. The final IE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other IE reports).
3. The Audit Trail includes responses to and justification for each comment listed.
4. RTA approvals are via signatures on the TE Report Clearance Form)

# APPLICATION PROCESS[[12]](#footnote-12)

**Recommended Presentation of Proposal:**

a)  **Letter of Confirmation of Interest and Availability** using the [template](https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx)**[[13]](#footnote-13)** provided by UNDP;

b)  **CV** and a **Personal History Form** [(P11 form](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)**[[14]](#footnote-14)** );

1. **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)
2. **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 th[e Letter of Confirmation of Interest template.](http://procurement-notices.undp.org/view_file.cfm?doc_id=29916) 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.

Offers should include cost for transportation, professional fees and reporting

Only those candidates that meet the minimum level of education and relevant years of experience requirements will be considered for the technical evaluation. The technical evaluation will include a desk review to select the shortlisted candidates. The technical evaluation may also include interviews with shortlisted candidate(s).

The selection of the best offer from the shortlisted candidates will be based on a Combined Scoring method – where the technical evaluation (desk review and interview) will be weighted a maximum of 70 points and combined with the price offer which will be weighted a maximum of 30 points. The 70 points rating shall be based on how well the Offer- or meets the minimum qualifications/competencies described above.

Only candidates obtaining a minimum (70%) on technical evaluation will be considered for the Financial Evaluation. 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.

Financial evaluation (maximum 30 points):

The following formula will be used to evaluate financial proposal:

p = y (μ/z), where

p = points for the financial proposal being evaluated

y = maximum number of points for the financial proposal

μ = price of the lowest priced proposal

z = price of the proposal being evaluated

Interested and qualified candidates should submit their applications which should include the following:

1. Detailed Curriculum Vitae
2. Proposal for implementing the assignment - template provided
3. Offerors letter to UNDP- template provided

Applicants are instructed to submit their daily rate financial proposals in USD. using the financial proposal template provided (Offerors letter to UNDP)

The financial proposal should be all-inclusive and include a breakdown. The term ‘all-inclusive” implies that all costs (professional fees, travel related expenses, communications, utilities, consumables, insurance, etc.) that could possibly be incurred by the Contractor are already factored into the financial proposal.

Firms or a team of (international and national) consultants are eligible for this consultancy assignment.

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

1. Funding Proposal
2. Funded Activity Agreement (FAA)
3. UNDP Project Document
4. UNDP Environmental and Social Screening results
5. Project Inception Report
6. All Annual Performance Reports (APRs)
7. Quarterly progress reports and work plans of the various implementation task teams
8. Audit reports
9. Mission reports
10. All monitoring reports prepared by the project
11. Financial and Administration guidelines used by Project Team
12. All Annual Work plans approved by the project steering committee,
13. All documents related to the projects infrastructure’s feasibilities studies

The following documents will also be available:

1. Project operational guidelines, manuals and systems
2. UNDP country/countries programme document(s)
3. Minutes of the Project Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)
4. Project site location maps
5. Any other relevant information shared by the UNDP Country Office, the Government or any other relevant stakeholders.

### ToR ANNEX B: Guidelines on Contents for the Interim Evaluation Report[[15]](#footnote-15)

* Basic Report Information (for opening page or title page)
  + Title of UNDP-supported GCF-financed project
  + UNDP PIMS# and GCF project ID#
  + Interim Evaluation time frame and date of report
  + Region and countries included in the project
  + Executing Agency/Implementing Partner and other project partners
  + Interim Evaluation team members
  + Acknowledgements
  + Table of Contents
  + Acronyms and Abbreviations
  + Project Information Table

1. Executive Summary (2-3 pages)

* + Project Description (brief)
  + Project Progress Summary
  + Interim Evaluation Ratings & Achievement Summary Table
  + Concise summary of conclusions
  + Recommendations Summary Table

2. Introduction (2-3 pages)

* + Purpose of the Interim Evaluation and objectives
  + Scope & Methodology: principles of design and execution of the Interim Evaluation, Interim Evaluation approach and data collection methods, limitations
  + Structure of the Interim Evaluation report

3. Project Description and Background Context (3-5 pages)

* + Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
  + Problems that the project sought to address: threats and barriers targeted
  + Project Description and Strategy: objective, outcomes and expected results, description of field sites (if any)
  + Project Implementation Arrangements: short description of the Project Board, key implementing partner arrangements, etc.
  + Project timing and milestones
  + Main stakeholders: summary list

1. Findings (12-14 pages)

4.1 Project Strategy

• Project Design

• Results Framework/Logframe

4.2 Relevance

4.3 Effectiveness and Efficiency

4.4 Progress Towards Results

• Progress towards outcomes analysis

• Remaining barriers to achieving the project objective

• Comprehensive assessment of impact of COVID-19 on project implementation

4.5 Project Implementation and Adaptive Management

• Management Arrangements

• Work planning

• Financing

• Coherence in climate finance delivery with other multilateral entities

• Project-level monitoring and evaluation systems

• Stakeholder engagement

• Social and Environmental Standards (Safeguards)

• Reporting

• Communications

4.6 Sustainability

• Financial risks to sustainability

• Socio-economic to sustainability

• Institutional framework and governance risks to sustainability

• Environmental risks to sustainability

4.7 Country Ownership

4.8 Innovativeness in results areas

4.9 Unexpected results, both positive and negative

4.10 Replication and Scalability

4.11 Gender Equity

4.12 Impact of COVID 5. Conclusions and Recommendations (4-6 pages)

5.1 Conclusions

• Comprehensive and balanced statements (that are evidence-based and connected to the Interim Evaluation’s findings) which highlight the strengths, weaknesses and results of the project

5.2 Lessons Learned

• Concise and logically articulated set of lessons learned based on specific evidence presented in the report, to be used to inform design, adapt and change plans and actions, as appropriate, and plan for scaling up.

5.3 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

• Interim Evaluation ToR (excluding ToR annexes)

• Interim Evaluation evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)

• Questionnaire or Interview Guide used for data collection

• 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 Interim Evaluation final report clearance form

• Annexed in a separate file: Audit trail from received comments on draft Interim Evaluation report

### ToR ANNEX C: Interim Evaluation Evaluative Matrix Template

This Interim Evaluation Evaluative Matrix must be fully completed/amended by the Interim Evaluation team and included in the IE inception report and as an Annex to the IE 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 MTE mission, etc.) | (i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.) |
| Does the project’s objective align with the priorities of the local government and local communities? | Level of coherence between project objective and stated priorities of local stakeholders | * Local stakeholders * Document review of local development strategies, environmental policies, etc. | * Local level field visit interviews * Desk review |
| What are the project’s  strategies to ensure a  country ownership | implementation approaches, specific activities conducted, | * Local stakeholders * Document review of local development strategies, environmental policies, etc. | * Local level field visit interviews * Desk review |
| What are the main activities conducted as the best route towards expected results | implementation approaches, specific activities conducted, | * Local stakeholders * Document review of local development strategies, environmental policies, etc. | * Local level field visit interviews * Desk review |
| Was the project linked with and in line with UNDP priorities and strategies for the country? | Level of coherence between project objective and design with UNDAF, CPD | UNDP strategic priority documents | Desk review |
| **Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?** | | | |
| Have the planned outputs been produced? Have they contributed to the project outcomes and objectives? | • Level of project implementation progress relative to expected level at current stage of implementation  • Existence of logical linkages between project outputs and outcomes/impacts | * Project documents * Project staff * Project stakeholder | * Field visit interviews * Desk review |
| Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective | Existence of logical linkages between project outcomes and impacts | * Project documents * Project staff * Project stakeholder | * Field visit interviews * Desk review |
| **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?** | | | |
| Are the project objectives likely to be met? To what extent are they likely to be met? | Level of progress toward project indicator targets relative to expected level at current point of implementation | * Project documents * Project staff * Project stakeholder | * Field visit interviews * Desk review |
| What are the key factors contributing to project success or underachievement? | Level of documentation of and preparation for project risks, assumptions and impact drivers | * Project documents * Project staff * Project stakeholder | * Field visit interviews * Desk review |
| What are the key factors contributing to project success or underachievement? | Level of documentation of and preparation for project risks, assumptions and impact drivers | * Project documents * Project staff * Project stakeholder | * Field visit interviews * Desk review |
| What are the key risks and barriers that remain to achieve the project objective | Presence, assessment of, and preparation for expected risks, assumptions and impact drivers | * Project documents * Project staff * Project stakeholder | * Field visit interviews * Desk review |
| **Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?** | | | |
| To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GCF funding ends? | * Financial requirements for maintenance of project benefits * Level of expected financial resources available to support maintenance of project benefits * Potential for additional financial resources to support maintenance of project benefits | * Project documents * Project staff * Project stakeholder | * Field visit interviews * Desk review |
| Do relevant stakeholders have or are likely to achieve an adequate level of results, to have the interest in ensuring that project benefits are maintained? | Level of initiative and engagement of relevant stakeholders in project activities and results | * Project documents * Project staff * Project stakeholder | * Field visit interviews * Desk review |
| Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained? | Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits | * Project documents * Project staff * Project stakeholder | * Field visit interviews * Desk review |

**Evaluative Questions Indicators Sources Methodology**

### ToR ANNEX D: UNEG Code of Conduct for Evaluators/Interim Evaluation Consultants[[16]](#footnote-16)

**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 found.
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. They 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 people with whom they come in contact during 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.

**IE Consultant Agreement Form**

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: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

### ToR ANNEX E: Interim Evaluation 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 Evaluation |
| 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 |

### ToR ANNEX F: Interim Evaluation Report Clearance Form

*(to be completed and signed by the Commissioning Unit, RTA and PTA and included in the final document)*

**Interim Evaluation Report Reviewed and Cleared By:**

**IGSD Team**

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**UNDP-GEF Regional Technical Advisor**

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Principal Technical Advisor - Nature, Climate and Energy

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

### ToR ANNEX G: Audit Trail Template

*Note:* The following is a template for the IE Team to show how the received comments on the draft IE report have (or have not) been incorporated into the final IE report. This audit trail should be included as an annex in the final IE report.

### To the comments received on (*date*) from the Midterm Evaluation of (*the Monrovia Metropolitan Climate Resilience Project*) (UNDP Project ID *5739)*

*The following comments were provided in track changes to the draft Midterm Evaluation report; they are referenced by institution (“Author” column) and track change comment number (“#” column):*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Author** | **#** | **Para No./ comment location** | **Comment/Feedback on the draft IE report** | **IE team response and actions**  **taken** |
|  |  |  |  |  |
|  |  |  |  |  |
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|  |  |  |  |  |

1. For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results,](http://www.undp.org/content/undp/en/home/librarypage/capacity-building/discussion-paper--innovations-in-monitoring---evaluating-results/) 05 Nov 2013. [↑](#footnote-ref-1)
2. For more stakeholder engagement in the M&E process, see the [UNDP Handbook on Planning, Monitoring and Evaluating for Development Results,](http://www.undg.org/docs/11653/UNDP-PME-Handbook-(2009).pdf) Chapter 3, pg. 93. [↑](#footnote-ref-2)
3. Populate with data from the Logframe and scorecards [↑](#footnote-ref-3)
4. Populate with data from the Project Document [↑](#footnote-ref-4)
5. If available [↑](#footnote-ref-5)
6. Color code this column only [↑](#footnote-ref-6)
7. Use the 6-point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU [↑](#footnote-ref-7)
8. https://www.greenclimate.fund/sites/default/files/document/policy-cofinancing.pdf [↑](#footnote-ref-8)
9. See Section ’9.4 Major Changes and Restructuring’ in the [GCF Programming Manual](https://www.greenclimate.fund/document/programming-manual) [↑](#footnote-ref-9)
10. Alternatively, MTE conclusions may be integrated into the body of the report. [↑](#footnote-ref-10)
11. The Commissioning Unit is obligated to issue payments to the IE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the IE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit’s senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:

    <https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default> [↑](#footnote-ref-11)
12. Engagement of the consultants should be done in line with guidelines for hiring consultants in the POPP:

    <https://info.undp.org/global/popp/Pages/default.aspx> [↑](#footnote-ref-12)
13. [https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirma](https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirma%20) [tion%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx](https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx)  [↑](#footnote-ref-13)
14. <http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc> [↑](#footnote-ref-14)
15. The Report length should not exceed *40* pages in total (not including annexes). [↑](#footnote-ref-15)
16. <http://www.unevaluation.org/document/detail/100> [↑](#footnote-ref-16)