

ANNEXURE-I

EXPENDITURE STATEMENT (US\$) 1 Jan 2017 to 31 Dec 2020

	Project title:		Mainstreaming agrobiodiversity conservation and utilization in agricultural sector to ensure ecosystem services and reduce vulnerability in India					
	Project number:		GLF-11207-14AC0003-SB-006538	Biodiversity No. A1265				
	Project executing partner:		Biodiversity International					
	Project implementation period:		From:	30-Nov-16	To:	30-Nov-22		
	Project reporting period:		From:	01-Jan-17	To:	31-Dec-20		
	UNEP Budget Line		UNEP approved budget	Actual expenditures incurred				
			Total project budget after first revision	1-Jan-17 to 31-Dec-17	1-Jan-18 to 31-Dec-18	1-Jan-19 to 31-Dec-19	1-Jan-20 to 31-Dec-20	Cumulative Expenditures to date
AEC			A	B	C	D	E	F=B+C+D+E
C100391			1101	Project Director	-	-	-	-
C100321	1102	National Project Coordinator	2,86,350	23,950	66,617	53,243	58,697	2,02,506
C100426	1103	Scientific Assistant	-	-	-	-	-	-
C100384	1104	Programme Assistant	86,250	13,055	22,353	18,173	13,061	66,642
C100015	1201	Agrobiodiversity Expert	32,000	-	14,784	5,587	5,253	25,624
C100074	1202	Climate Change Expert	28,000	-	6,543	4,210	5,819	16,572
C100258	1203	Legal Expert	26,500	-	4,017	2,753	2,274	9,044
C100444	1204	Socio-economic Expert	18,000	1,139	5,514	4,000	3,257	13,909
C100104	1205	Partnership and Participatory Expert	15,000	-	-	-	3,000	3,000
C100802	1301	Technical Assistant (Agro-ecoregion 1)	43,750	2,180	5,566	6,601	10,691	25,038
C100803	1302	Technical Assistant (Agro-ecoregion 2)	43,750	2,180	8,066	9,695	10,695	30,636

C100804	1303	Technical Assistant (Agro-ecoregion 3)	43,750	2,180	7,477	10,195	10,695	30,547
C100805	1304	Technical Assistant (Agro-ecoregion 4)	43,750	-	5,248	12,999	10,877	29,125
C100806	1305	Project Assistant (Agro-ecoregion 1)	25,000	1,412	5,045	6,000	6,000	18,458
C100807	1306	Project Assistant (Agro-ecoregion 2)	25,000	1,412	4,545	6,023	6,223	18,204
C100808	1307	Project Assistant (Agro-ecoregion 3)	25,000	-	945	7,316	6,333	14,595
C100809	1308	Project Assistant (Agro-ecoregion 4)	25,000	-	1,656	7,074	970	9,701
C100190	1309	Financial and Management Oversight	32,380	2,067	5,231	6,286	6,286	19,871
C100511	1601	International travel	82,000	4,677	16,603	9,485	2,956	33,720
C100330	1602	National travel	83,000	7,043	13,402	18,084	17,342	55,870
C100810	2201	Crop diversity assesment and baseline data collection	1,59,385	23,346	89,641	44,574	-	1,57,562
C100099	2202	Conservation, access and sustainable use	2,20,500	-	18,329	74,137	80,000	1,72,466
C100811	2203	Market and non-market benefits for sustainable use of crop diversity	1,04,500	3,315	6,722	22,968	23,188	56,192
C100812	2204	Market studies and promotion of local crop diversity products for income generation	1,03,000	-	6,153	23,202	25,542	54,897
C100367	2205	Policy and institutional framework	95,000	-	6,185	34,400	24,050	64,636
C100468	2206	Strengthening community institutions	1,36,467	-	7,990	16,749	19,711	44,449
C100167	3201	Extension and outreach training for crop diversity maintenance and use	60,000	5,134	13,515	17,644	14,351	50,644
C100173	3202	Farmers and community training in crop diversity management	1,68,500	3,695	13,366	40,621	26,614	84,296
C100498	3203	GIS and crop modelling training for scientists	20,000	-	-	5,089	1,412	6,501
C100505	3204	Trainers' training in participatory approaches, policy and markets	22,000	-	10,989	10	-	10,998

C100813	3205	Training modules - community genebanks and seed systems	20,000	-	-	3,321	-	3,321
C100814	3206	Training for national and regional public officers	46,400	-	284	7,652	2,698	10,634
C100572	3207	Capacity building of farmers and communities for ABS	1,45,000	-	1,425	49,918	52,118	1,03,462
C100227	3301	Inception workshop	36,423	36,423	-	-	-	36,423
C100467	3302	Steering Committee meetings	28,000	664	-	3,589	-	4,253
C100481	3303	Project technical group meetings	31,500	-	-	3,041	908	3,949
C100550	3304	Institutional working group meetings	24,000	-	-	1,771	2,290	4,061
C100482	3305	Technical project site meetings	33,000	-	3,902	9,999	10,000	23,901
C100371	3306	National and regional policy dialogue on ABS	65,030	-	-	-	4,687	4,687
C100815	3307	Project workshop and seminars	65,000	-	1,674	5,672	7,251	14,597
C100720	3308	Closing workshop	37,969	-	-	-	-	-
C100340	4102	Office supplies	30,000	1,062	603	-	2,125	3,789
C100261	4103	Library acquisitions	10,000	854	854	1,814	1,814	5,335
C100092	4104	Computer software, supplies and stationary	20,500	8,130	3,988	34	853	13,004
C100989	4105	Office equipment (computers, printers, tablets, GPS, cameras, projectors)	15,000	-	-	371	10	381
C100816	4201	Photocopying machine	3,000	-	-	-	-	-
C100817	4202	SLR Camera	2,000	-	-	-	-	-
C100540	4203	Vehicles	23,608	23,608	-	-	-	23,608
C100020	4204	Analytical research equipment	17,000	-	4,325	-	-	4,325

C100338	4205	Office Equipment (computers, printers, tablets, GPS, cameras, projectors)	20,500	5,185	7,217	-	-	12,402
C100275	5101	Maintenance of field and laboratory equipment	8,000	-	1,588	-	158	1,746
C100541	5102	Repair, maintenance and running cost of vehicle and insurance	30,000	485	4,888	5,262	3,359	13,995
C100410	5201	Reports	22,100	3,000	3,500	4,000	5,000	15,500
C100398	5202	Publications	39,085	-	2,233	3,628	12,061	17,922
C100770	5203	Media publications and information networks (national, regional and global)	29,500	301	500	9,285	10,214	20,301
C100143	5204	Education materials	29,000	474	-	5,680	5,870	12,024
C100085	5301	Communication costs	19,000	718	838	2,423	987	4,966
C100233	5302	Audio-visual materials	6,000	-	-	-	-	-
C100297	5501	Mid term evaluation	63,000	-	-	-	-	-
C100189	5502	Final evaluation	72,900	-	-	-	-	-
C100025	5503	Audit report	-	2,476	(2,476)	-	-	-
		Total	30,46,346	1,80,166	4,01,847	5,84,579	5,17,698	16,84,290

Name: Melanie Glover
Authorized official of Executing Agency
Signature: _____

Title: Senior Budget Officer
Date: _____

Name of Project Manager: Jai Chand Rana
Date: _____
Signature: _____

Annexure-II

REPORT OF PLANNED AND ACTUAL CO-FINANCE BY BUDGET LINE

Name: (Please prepare one worksheet per source of co-finance)									
Project title:		"Mainstreaming agricultural biodiversity conservation and utilization in agricultural sector to ensure ecosystem services and reduce vulnerability"							
Project number:		GLF-11207-14AC0003-SB-006538 (5137)							
Project executing partner:		Bioversity International							
Project reporting period:		US\$	US\$	US\$	US\$	US\$	US\$	US\$	US\$
From:	01-Jul-19	Prior Year	Cash Cofinance		In-kind Cofinance		Total		Cummulative
To:	30-Jun-20	Actual Total	Planned for the project duration	Actual for the year	Planned for the project duration	Actual for the year	Planned for the project duration	Actual for the year	Actual Total
UNEP BUDGET LINE*		A	B	C	D	E	F=B+D	G=C+E	H=A+G
1100	Project personnel	2,97,629	5,26,141	1,75,705	3,68,368	11,937	8,94,509	1,87,642	4,85,271
1200	Consultants	2,09,916	1,76,602	1,22,630	1,31,643	-	3,08,245	1,22,630	3,32,546
1300	Administrative support	1,55,043	14,510	94,966	52,182	2,677	66,692	97,642	2,52,685
1600	Travel on official business (above staff)	1,42,046	1,56,500	60,260	88,500	-	2,45,000	60,260	2,02,306
2100	Sub-contracts (UN entities)	-	-	-	-	-	-	-	-
2200	Sub-contracts (supporting organizations)	13,23,420	29,24,436	6,23,280	9,23,240	1,20,225	38,47,676	7,43,505	20,66,925
2300	Sub-contracts (commercial purposes)	-	-	-	-	-	-	-	-
3200	Group training (study tours, field trips, workshops, seminars, etc.)	4,88,905	20,61,807	1,07,283	6,35,951	1,86,300	26,97,759	2,93,584	7,82,489
3300	Meetings/conferences	1,91,729	8,77,471	50,774	7,49,287	71,860	16,26,758	1,22,633	3,14,363
4100	Expendable equipment	1,11,602	600	22,736	400	38,683	1,000	61,419	1,73,021

4200	Non-expendable equipment	-	-	-	4,000	-	4,000	-	-
4300	Premises (office rent, maintenance of premises, etc.)	-	-	-	-	-	-	-	-
5100	Operation and maintenance of equipment	12,42,576	-	2,55,592	16,500	4,63,517	16,500	7,19,109	19,61,685
5200	Reporting costs (publications, maps, newsletters, printing, etc.)	48,993	1,26,634	13,747	96,078	4,159	2,22,712	17,906	66,899
5300	Sundry (communications, postage, freight, clearance charges, etc.)	18,918	57,000	9,521	38,550	465	95,550	9,986	28,904
5400	Hospitality and entertainment	-	-	-	-	-	-	-	-
5500	Evaluation (consultants fees/travel/DSA, admin support, etc.)	-	29,300	-	2,39,050	-	2,68,350	-	-
TOTAL COSTS		42,30,779	69,51,000	15,36,493	33,43,750	8,99,823	1,02,94,750	24,36,317	66,67,095

*** The actual expenditures should be reported in accordance with the specific budget lines of the approved budget (Appendix 2) of the project document in Annex 1**

Name: Melanie Glover

Title: Senior Budget Officer

Name of Project Manager: Jai Chand Rana

Authorized official of Executing Agency

Date: _____

Date: _____

Signature: _____

Signature: _____

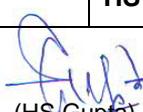
ANNEXURE-III

The Overall rating of the project till 2020 is **HIGHLY SATISFACTORY (HS)** and the details are presented below::

Categories	Summary Assessment	Rating
A. Strategic Relevance	Very Relevant	HS
1. Alignment to UNEP's MTS and POW	Fully aligned	HS
2. Alignment to Donor/GEF strategic priorities	Fully aligned	HS
3. Relevance to regional, sub-regional and national environmental priorities	Relevant	HS
4. Complementarity with existing interventions	Total	HS
B. Effectiveness	Very effective	MS
1. Availability of outputs	Delayed & inadequate	MS
2. Achievement of project outcomes	As Planned except Comp.-2	MS
3. Likelihood of impact	Likely to be impactful	L
C. Financial Management	Slow and Tardy	S
H	Complete	S
2. Completeness of project financial information	Complete	S
3. Communication between finance and project management staff	Complete	S
D. Efficiency	Efficient & effective	S
E. Monitoring and Reporting	On time & complete	HS
2. Monitoring of project implementation	Timely	HS
3. Project reporting	Accurate	HS
F. Sustainability	Likely	L
1. Socio-political sustainability	Sustainable	HL
2. Financial sustainability	Sustainable	L
3. Institutional sustainability	Sustainable	L
G. Factors Affecting Performance and Cross-Cutting Issues	Adversely effecting factors* beyond control	S
1. Preparation and readiness	Fully prepared	HS
2. Quality of project management and supervision ¹	Very good	S
3. Stakeholders participation and cooperation	Total	S
4. Responsiveness to human rights and gender equity	Responsive	HS
5. Environmental, social and economic safeguards	Compliant	HS
6. Country ownership and driven-ness	Complete	HS
7. Communication and public awareness	Good	S
Overall Project Rating		HS

- Pandemic of Covid-19 was beyond control

Aug. 10, 2021


 (HS Gupta)
 MTR Consultant

ANNEXURE-IV

List of documents consulted:

- 1. Project Proposal**
- 2. Result Framework**
- 3. Annual Project Reports**
 - a. PIR for 2017-18;**
 - b. PIR for 2018-19**
 - c. PIR for 2019-20**
 - d. PIR for 2020-21**
- 4. Technical Reports submitted by the partner institutions**
- 5. Technical Reports submitted by the NGO partners**
- 6. APPENDICES of the project proposal**
- 7. ANNEXURES of the project proposal**
- 8. UNEP Medium Term Plan**
- 9. MTR Tool Kit**
- 10. TOR without Annexure**

ANNEXURE-V



HARI SHANKER GUPTA

Dr. Gupta has made pioneering contributions the field of sustainable agriculture with special reference to development of crop varieties utilizing indigenous genetic resources, natural resource management, innovative methods of technology dissemination and livelihood security. He worked as Director General of the Borlaug Institute for South Asia (BISA) with perks and privileges of the United Nations. Prior to joining BISA, he served for more than five years as Director and Vice Chancellor of the Indian Agricultural Research Institute (a Deemed University), known globally as the institution that was instrumental in ushering the 'Green Revolution' in India. Of late, he worked as consultant in GEF-funded 'Green Agriculture Project' and FAO-sponsored project on Implementation of National Agricultural Policy in Bangladesh

During the last 40 years of his research career, Dr. Gupta worked in different parts of India including the north-eastern as well as north-western hills and plains of north and central India where he led the development of India's first short duration 'Quality Protein Maize' hybrid biofortified with beta carotene and has been associated with development of more than 50 varieties of food crops viz, rice, wheat, maize, millets, legumes, pseudo-cereals and oilseeds. His research contributions have been recognized at the National as well as International levels through several honors and awards. He has authored more than 150 peer reviewed research papers

In recognition of his contribution to the field of agricultural Sciences, Dr. Gupta has been conferred D.Sc. (h.c.) by two leading Agricultural Universities of India. He is a fellow of the National Academy of Agricultural Sciences and has held presidency of the Indian Society of Genetics and Plant Breeding during 2011-13.

ANNEXURE- VI

ITINERARY OF VIST AND MEETINGS WITH PROJECT PARTNERS FARMERS

1. Itinerary for site visit -HOT ARID Region (Jodhpur)

ONWARD JOURNEY					
Departure				Arrival	
Date	Place	Time	Date	Place	Time
18.02.2021	Delhi	13. hrs	18.02.2021	Jodhpur	15.00hrs
Meeting with partners and farmer at Jodhpur on 19 & 20th February, 2021					
21.02.2021	Jodhpur	9.00	21.02.2021	Jaisalmer	18.00
Meeting with farmers along with representatives of GRAVS on 22 nd February, 2021					
RETURN JOURNEY					
23.02.2021	Jaisalmer	8.00	23.02.2021	Jodhpur	14.00
23.02.2021	Jodhpur	15.00	23.02.2021	Delhi	17.00

2. Itinerary for site visit – North- Western Himalayan Region (Almora)

ONWARD JOURNEY					
Departure				Arrival	
Date	Place	Time	Date	Place	Time
15.03.2021	Delhi	9.00	15.03.2021	Almora	20.00
Halted at Almora for meeting with Partners and Farmers on March 16 & 17, 2021					
RETURN JOURNEY					
18.03.2021	Almora	9.00	18.03.2021	Delhi	21.00

3. Video-conference Meeting with Partners

Sl no.	Dates	Regions
1	May 15, 2021	Central Tribal
2	May 28, 2021	Eastern Region
3	June 02, 2021	N-W Himalayan Himachal Pradesh
4	June 03, 2021	Scientists and Director of NBPGR

ANNEXURE-VII

List of Respondents/ Officials and their contact details

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Country Representative of UNEP in India
Ministry of Environment, Forest & Climate Change
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Mr. Ashwani Kumar
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Members of the Project Steering Committee

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PI and Head, Exploration Division
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New Delhi Project Team (HQ and field)
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Project Management Staff

ANNEXURE VIII

TERMS OF REFERENCE

Mid-Term Review of the UNEP/GEF project “Project Title” and “GEF ID Number”

Section 1: PROJECT BACKGROUND AND OVERVIEW

(This section describes what is to be reviewed. Key parameters are: project timeframe, funding envelope, results framework and geographic scope)

1. Project General Information

Table 1. Project summary

UNEP Sub-programme:		UNEP Division/Branch:	
Expected Accomplishment(s):		Programme of Work Output(s):	
SDG(s) and indicator(s)			
GEF Core Indicator Targets (identify these for projects approved prior to GEF-7)			
Dates of previous project phases:		Status of future project phases:	

FROM THE PROJECT'S PIR REPORT (use latest version) :

Project Title:	
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Executing Agency:	
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Project partners:	
-------------------	--

Geographical Scope:	
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Participating Countries:	
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GEF project ID:		IMIS number* ¹ :	
Focal Area(s):		GEF OP #:	
GEF Strategic Priority/Objective:		GEF approval date*:	
UNEP approval date:		Date of first disbursement*:	
Actual start date ² :		Planned duration:	
Intended completion date*:		Actual or Expected completion date:	
Project Type:		GEF Allocation*:	
PPG GEF cost*:		PPG co-financing*:	
Expected MSP/FSP Co-financing*:		Total Cost*:	
Mid-term Review/eval. (planned date):		Terminal Evaluation (planned date):	
Mid-term Review/eval. (actual date):		No. of revisions*:	
Date of last Steering Committee meeting:		Date of last Revision*:	
Disbursement as of 30 June [year]*:		Date of planned financial closure*:	
Date of planned completion ^{3*} :		Actual expenditures reported as of 30 June [year] ⁴ :	
Total co-financing realized as of 31 December [year]		Actual expenditures entered in IMIS as of 31 December [year]*:	
Leveraged financing: ⁵			

2. Project Rationale

[Insert text]

¹ Fields with an * sign (in yellow) should be filled by the Fund Management Officer

² Only if different from first disbursement date, e.g., in cases were a long time elapsed between first disbursement and recruitment of project manager.

³ If there was a "Completion Revision" please use the date of the revision.

⁴ Information to be provided by Executing Agency/Project Manager

⁵ See above note on co-financing

3. Project Results Framework

[Insert text and Theory of Change diagram, where available]

4. Executing Arrangements

[Insert text and diagram of implementation structure, where available]

5. Project Cost and Financing

[Insert budget and expenditure figures by GEF and other funding sources]

6. Implementation Issues

[Insert text - record any issues that have arisen in the initial implementation period including: significant delays, changes in partners, implementing countries and/or results statements. Some of these issues may have been reported in annual Project Implementation Review reports. Note the dates when such changes have been approved and who by]

Section 2. OBJECTIVE AND SCOPE OF THE MID-TERM REVIEW

(Apart from section 8, where you could insert up to 3 strategic questions that are in addition to the evaluation criteria, this section is standard and does not need to be revised for each project)

7. Objective of the Review

In line with the UNEP Evaluation Policy⁶ and the UNEP Programme Manual⁷, the Mid-Term Review is undertaken approximately half-way through project implementation to analyze whether the project is on-track, what problems or challenges the project is encountering, and what corrective actions are required. The MTR will assess project performance to date (in terms of relevance, effectiveness and efficiency), and determine the likelihood of the project achieving its intended outcomes and supporting their sustainability.

8. Key Review Principles

Mid-Term Review findings and judgements will be based on **sound evidence and analysis**, clearly documented in the Review Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.

As this Review is being undertaken at the mid-point of project implementation, particular attention will be given to identifying implementation challenges and risks to achieving the expected project objectives and sustainability, which will support potential course correction. Possible questions to be considered include:

- Does the TOC properly reflect the project's intended change process?
- Is the stakeholder analysis still appropriate and adequate to support the project's ambitions?
- Are results statements in keeping with both UNEP and GEF definitions (e.g. outcomes are expressed as the uptake or use of outputs)
- Are roles and responsibilities commonly understood and playing out effectively?
- Is there an effective monitoring mechanism for the project's implementation (this is separate from, and supports, reporting in the annual PIR)?
- Is the rate of expenditure appropriate for the mid-point?
- Have plans for inclusivity (human rights, gender considerations, disability inclusion etc) been implemented as planned, or does more need to be done?
- Are safeguard identification and mitigation plans being monitored and steps taken to minimize negative effects?

⁶ <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

⁷ <https://wecollaborate.unep.org>

- Is there an exit strategy in place and are the elements needed for the project's benefits to be sustained after the project end, being incorporated in the project implementation?
- Have recommendations from previous performance assessments (where they exist) been appropriately addressed?
- (Where relevant) What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?

A Mid-Term Review is a *formative assessment*, which requires that the consultants go beyond the assessment of “*what*” the project performance is and make a serious effort to provide a deeper understanding of “*why*” the performance is as it is. (i.e. what is contributing to the achievement of the project's results). This should provide the basis for the lessons that can be drawn from the project at the mid-point and the recommendations that support adaptive management for the remainder of the project.

Attribution, Contribution and Credible Association: In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for evaluations. Establishing the *contribution* made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A *credible association* between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

A key aim of the Mid-Term Review is to encourage reflection and learning by UNEP staff, the Executing Agency and key project stakeholders. The Review Consultant should consider how reflection and learning can be promoted, both through the review process and in the communication of review findings and key lessons. Clear and concise writing is required on all review deliverables. There may be several intended audiences, each with different interests and needs regarding the report. The Task Manager will plan with the Review Consultant which audiences to target and the easiest and most effective way to communicate the key review findings and lessons to them. This may include some or all of the following: a webinar, conference calls with relevant stakeholders, the preparation of a review brief or interactive presentation. Draft and final versions of the Main Review Report will be shared with key stakeholders by the Task Manager and a copy of the final version will be submitted to the UNEP Evaluation Office, who will provide an assessment of the quality of the Review Report based on a standard UNEP template.

9. Key Strategic Questions

In addition to the evaluation criteria outlined in Section 10 below, the Review will address the **strategic questions** listed below. These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution. Also included are five questions that are required when reporting in the GEF Portal and these must be addressed in the MTR.

- Q1:
 Q2:
 Q3:

Address the questions required for the GEF Portal in the appropriate parts of the report and provide a **summary of the findings in the Conclusions section of the report:**

- Under Monitoring and Reporting/Monitoring of Project Implementation:
 What is the performance at the project's mid-point against Core Indicator Targets? (*For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided*).
- Under Factors Affecting Performance/Stakeholder Participation and Cooperation:

What has been the progress, challenges and outcomes regarding engagement of stakeholders in the project/program? *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)*

- c) Under Factors Affecting Performance/Responsiveness to Human Rights and Gender Equality:
What has been the progress, challenges and outcomes regarding gender-responsive measures and any intermediate gender result areas? *(This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)*
- d) Under Factors Affecting Performance/Environmental and Social Safeguards:
What has been the experience at the project's mid-point against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and any measures taken to address identified risks assessed. *(Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal)*
- e) Under Factors Affecting Performance/Communication and Public Awareness:
What has been the progress, challenges and outcomes regarding the implementation of the project's Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions. *(This should be based on the documentation approved at CEO Endorsement/Approval)*

10. Evaluation Criteria

All evaluation criteria will be rated on a six-point scale. Sections A-G below, outline the scope of the criteria and a link to a table for recording the ratings is provided in Annex 1. A weightings table will be provided in excel format (see notes in Annex 1) to support the determination of an overall project rating.

A. Strategic Relevance

The Review will assess the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor. The Review will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval, as well as each country's UNDAF. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

i. **Alignment to the UNEP Medium Term Strategy⁸ (MTS), Programme of Work (POW) and Strategic Priorities**

The Review should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building⁹ (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

ii. **Alignment to Donor/Partner Strategic Priorities**

Donor strategic priorities will vary across interventions. The Review will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be a fundamental part of project design and grant approval processes while in others, for example,

⁸ UN Environment's Medium Term Strategy (MTS) is a document that guides UN Environment's programme planning over a four-year period. It identifies UN Environment's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>

⁹ <http://www.unep.fr/ozonaction/about/bsp.htm>

instances of 'softly-earmarked' funding, such alignment may be more of an assumption that should be assessed.

iii. Relevance to Global, Regional, Sub-regional and National Environmental Priorities

The Review will assess the alignment of the project with global priorities such as the SDGs and Agenda 2030. The extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented will be considered. Examples may include: UN Development Assistance Frameworks (UNDAF) or, national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc. Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no-one behind.

iv. Complementarity with Existing Interventions/Coherence¹⁰

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization¹¹, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Review will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include work within UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

B. Effectiveness

The Review will assess effectiveness across three dimensions: delivery of outputs, achievement of project outcomes and, where appropriate and feasible, likelihood of impact. At the mid-point more emphasis is placed on performance at the output and outcome levels, but observations about likelihood of impact may be helpful for course correction or adjusting the emphasis of the project's efforts.

i. Availability of Outputs¹²

The Review will assess the project's success in producing the programmed outputs and achieving targets and milestones as per the project design document (ProDoc). Any *formal* modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, a table should be provided showing the original formulation and the amended version for transparency. The delivery of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their usefulness and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Review will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

ii. Achievement of Project Outcomes¹³

The achievement of project outcomes is assessed as performance against the project outcomes defined in the Project Results Framework¹⁴. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of

¹⁰ This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

¹¹ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

¹² Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019)

¹³ Outcomes are the use (i.e. uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

¹⁴ UNEP staff are currently required to submit a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any changes made to the project design. In the case of projects pre-dating 2013 the intervention logic is often represented in a logical framework and a TOC will need to be constructed in the inception stage of the evaluation.

project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used where substantive amendments to the formulation of project outcomes is necessary to make them consistent with UNEP guidelines. Where possible, the Review should report evidence of attribution, contribution or credible association between UNEP's intervention and the project outcomes.

iii. Likelihood of Impact

Based on the articulation of longer-term effects as defined in the project objective or stated intentions, the Review will, where possible, assess the likelihood of the intended, positive impacts becoming a reality.

The Review will also consider the likelihood that the intervention may lead, or contribute, to unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionately affected by the project?). Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental, Social and Economic Safeguards¹⁵. The Review will consider the extent to which the project is playing a catalytic role or is promoting longer-term scaling up and/or replication¹⁶.

C. Financial Management

Under financial management the Mid-Term Review will assess: a) whether the rate of spend is consistent with the project's length of implementation to-date, the agreed workplan and the delivery of outputs and b) whether financial reporting and/or auditing requirements are being met consistently and to adequate standards by all parties. This includes an assessment of whether UNEP's financial management policies and the GEF's fiduciary standards are being met. Any financial management issues that are affecting the timely delivery of the project or the quality of its performance will be highlighted.

D. Efficiency

The Review will assess the *cost-effectiveness and timeliness* of project execution. Focusing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Review will describe any cost or time-saving measures put in place to maximize results within the secured budget and agreed project timeframe and consider whether the project is being implemented in the most efficient way compared to alternative interventions or approaches. The Review will also assess ways in which potential project extensions can be avoided through stronger project management.

E. Monitoring and Reporting

The Review will assess monitoring and reporting across two sub-categories: monitoring of project implementation, and project reporting.

i. Monitoring of Project Implementation

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART¹⁷ results towards the achievement of the project's outputs and outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. The Review

¹⁵ Further information on Environmental, Social and Economic Safeguards (ESES) can be found at <http://wedocs.unep.org/handle/20.500.11822/8718><http://www.unep.org/about/eses/>

¹⁶ *Scaling up* refers to approaches being adopted on a much larger scale, but in a very similar context. Scaling up is often the longer term objective of pilot initiatives. *Replication* refers to approaches being repeated or lessons being explicitly applied in new/different contexts e.g. other geographic areas, different target group etc. Effective replication typically requires some form of revision or adaptation to the new context. It is possible to replicate at either the same or a different scale.

¹⁷ SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

will assess the use and quality of the monitoring plan. In particular, the evaluation will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. The Review will assess whether the monitoring system is operational and facilitates the timely tracking of results and progress towards project milestones and targets throughout the project implementation period. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Review should confirm that funds allocated for monitoring are being used to support this activity.

The performance at the project's mid-point against Core Indicator Targets should be reviewed. For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided.

ii. Project Reporting

Projects funded by GEF have requirements with regard to verifying documentation and reporting (i.e. the Project Implementation Reviews, Tracking Tool and CEO Endorsement template¹⁸), which will be made available by the Task Manager. The Review will assess the extent to which both UNEP and GEF reporting commitments have been fulfilled. Where corrective action is indicated in the annual Project Implementation Review reports (e.g. as an identified risk), the Review Consultant will record whether this action has been taken.

F. Sustainability

Sustainability¹⁹ is understood as the probability of the benefits associated with the project outcomes being maintained and developed after the close of the intervention. The Review will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of benefits at the outcome level. Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

The Review will ascertain that the project has put in place an appropriate exit strategy and measures to mitigate risks to sustainability. The Review Consultant will consider: a) the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards, b) the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained and c) the extent to which the sustainability of project outcomes is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure.

I. Factors Affecting Project Performance and Cross-Cutting Issues

These factors are rated in the ratings table but can be discussed as cross-cutting themes as appropriate under the other evaluation criteria, above. Where the issues have not been addressed under other evaluation criteria, the consultant(s) will provide summary sections under the following headings)

¹⁸ The Consultant(s) should verify that the annual Project Implementation Reviews have been submitted, that the Tracking Tool is being kept up-to-date and that in the CEO Endorsement template Table A and Section E have been completed.

¹⁹ As used here, 'sustainability' means the long-term maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, Achieving More Enduring Outcomes from GEF Investment)

i. Preparation and Readiness

This criterion focuses on the inception or mobilisation stage of the project. The Review will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular the Review will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements.

ii. Quality of Project Implementation and Execution

Specifically for GEF funded projects, this factor refers separately to the performance of the Executing Agency and the technical backstopping and supervision provided by UNEP, as the Implementing Agency.

The Review will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive project management should be highlighted.

iii. Stakeholder Participation and Cooperation

Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs and target users of project outputs and any other collaborating agents external to UNEP. The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups, should be considered.

The progress, challenges and outcomes regarding engagement of stakeholders in the project/program should be reviewed. This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval.

iv. Responsiveness to Human Rights and Gender Equity

The Review will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Review will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment²⁰.

The report should present the extent to which the intervention, following an adequate gender analysis at design stage, has implemented the identified actions and/or applied adaptive management to ensure that

²⁰The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y

Gender Equity and Human Rights are adequately taken into account. In particular, the Review will consider to what extent to which *project design, the implementation that underpins effectiveness and monitoring* have taken into consideration: (i) possible gender inequalities in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

The progress, challenges and outcomes regarding gender-responsive measures and any intermediate gender result areas should be reviewed. This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent.

v. *Environmental and Social Safeguards*

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening, risk assessment and management (avoidance or mitigation) of potential environmental and social risks and impacts associated with project and programme activities. The evaluation will confirm whether UNEP requirements²¹ were met to: screen proposed projects for any safeguarding issues; conduct sound environmental and social risk assessments; identify and avoid, or where avoidance is not possible, mitigate, environmental, social and economic risks; apply appropriate environmental and social measures to minimize any potential risks and harm to intended beneficiaries and report on the implementation of safeguard management measures taken.

The evaluation will also consider the extent to which the management of the project is minimising UNEP's environmental footprint.

The Safeguards Plan submitted at CEO Approval should be reviewed, the risk classifications verified and any measures taken to address identified risks assessed. Any supporting documents gathered by the Consultant should be shared with the Task Manager.

vi. *Country Ownership and Driven-ness*

The Review will assess the quality and degree of engagement of government / public sector agencies in the project. The Review will consider the involvement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices. This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long term impact to be realised. Ownership should extend to all gender and marginalised groups.

vii. *Communication and Public Awareness*

The Review will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The Review should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gender or marginalised groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the Review will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate.

²¹ For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

The progress, challenges and outcomes regarding the implementation of the project's Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions should be reviewed. This should be based on the documentation approved at CEO Endorsement/Approval.

Section 3. REVIEW APPROACH, METHODS AND DELIVERABLES

(This section has both standard text and parts that are specific to the project, to be filled in)

The Mid-Term Review will use a participatory approach whereby key stakeholders are kept informed and consulted throughout the review process. Both quantitative and qualitative evaluation methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the Review Consultant maintains close communication with the project team and promotes information exchange throughout the review implementation phase in order to increase their (and other stakeholder) ownership of the review findings.

Where applicable, the Review Consultant should provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g. sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

The findings of the Review will be based on the following: [This section should be edited for each evaluation]

- (a) A **desk review** of:
 - Relevant background documentation, inter alia: [add items]
 - Project Document and Appendices
 - Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
 - Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool etc.;
 - Evaluations/Reviews of similar projects.
- (b) **Interviews** (individual or in group) with:
 - UNEP Task Manager (TM) and team members; *[add people as appropriate]*
 - Project Manager (PM) and team members; *[add people as appropriate]*
 - UNEP Fund Management Officer (FMO);
 - Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc).
- (c) **Field visits:** *[indicate number of proposed country visits, as appropriate]*
- (d) **Other data collection tools:** If needed, to be decided by the Review Consultant at the inception phase

11. Review Deliverables and Review Procedures

18. The Review Consultant will prepare:

- **Inception Report:** (see Annex 3 for guidance on structure and content) containing confirmation of the results framework and Theory of Change of the project, project stakeholder analysis, review framework and a tentative review schedule.
- **Preliminary Findings Note:** typically, in the form of a powerpoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings.

- **Draft and Final Review Reports:** (see Annex 4 for guidance on structure and content) containing an Executive Summary that can act as a stand-alone document; detailed analysis of the review findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

Review of the draft review report. The Review Consultant will submit a draft report to the Task Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Task Manager will share the cleared draft report with key project stakeholders for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Task Manager for consolidation. The Task Manager will provide all comments to the Review Consultant for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

At the end of the review process and based on the findings in the Review Report, the Task Manager will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals, and circulate **Lessons Learned**.

12. The Review Consultant

The Review Consultant who will work under the overall responsibility of the Task Manager [insert name], in consultation with the Portfolio Manager [insert name], Fund Management Officer, [insert name]. The consultant will liaise with the Task Manager on any procedural and methodological matters related to the Review. It is, however, the consultants' individual responsibility to arrange for their travel, visa, obtain documentary evidence, plan meetings with stakeholders (with assistance from the Executing Agency), organize online surveys, and any other logistical matters related to the assignment. The Task Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the Review Consultants to conduct the Review as efficiently and independently as possible.

The Review Consultant will be hired over a period of X months [00 Month/Year to 00 Month/Year] and should have the following: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of X years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; and a good/broad understanding of [add technical experience] is desired. English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement and proficiency in X/knowledge of [language] is desirable. Working knowledge of the UN system and specifically the work of UNEP is an added advantage. The work will be home-based with possible field visits.

The Review Consultant will be responsible, in close consultation with the Task Manager, for overall management of the review and timely delivery of its outputs, described above in Section 11 Evaluation Deliverables, above. The Review Consultant will ensure that all evaluation criteria and questions are adequately covered.

13. Schedule of the Review

The table below presents the tentative schedule for the Review.

Table 3. Tentative schedule for the Review

Milestone	Indicative Timeframe
Inception Report	
Review Mission	
Telephone interviews, surveys etc.	

Powerpoint/presentation on preliminary findings and recommendations	
Draft Report to Task Manager	
Draft Report shared with the wider group of stakeholders	
Final Main Review Report	
Final Main Review Report shared with all respondents	

14. Contractual Arrangements

Review Consultants will be selected and recruited by the Task Manager under an individual Special Service Agreement (SSA) on a “fees only” basis (see below). By signing the service contract with UNEP/UNON, the consultant(s) certify that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project’s executing or implementing units. All consultants are required to sign the Code of Conduct Agreement Form.

Fees will be paid on an instalment basis, paid on acceptance by the Task Manager of expected key deliverables. The schedule of payment is as follows:

Schedule of Payment for the Consultant:

Deliverable	Percentage Payment
Approved Inception Report (<i>as per annex document 3</i>)	30%
Approved Draft Main Evaluation Report (<i>as per annex document 4</i>)	30%
Approved Final Main Evaluation Report	40%

Fees only contracts: Air tickets will be purchased by UNEP and 75% of the Daily Subsistence Allowance for each authorised travel mission will be paid up front. Local in-country travel will only be reimbursed where agreed in advance with the Task Manager and on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

The consultants may be provided with access to UNEP’s information management systems (Addis, Anubis, PIMS etc) and if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the Review report.

In case the consultants are not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the Task Manager, payment may be withheld at the discretion of the Head of Branch/Unit until the consultants have improved the deliverables to meet UNEP’s quality standards.

If the consultant(s) fail to submit a satisfactory final product to the Task Manager in a timely manner, i.e. before the end date of their contract, UNEP reserves the right to employ additional human resources to finalize the report, and to reduce the consultants’ fees by an amount equal to the additional costs borne by UNEP to bring the report up to standard or completion.

