



## Terms of Reference: Mid-Term Review of the Project - “Closing the Gaps in the GGW: Linking Sectors and Stakeholders for Increased Synergy and scaling-up”

### Background

The Great Green Wall for the Sahara and the Sahel Initiative (GGWSSI) is a pan-African initiative to restore and sustainably manage land in the Sahel-Saharan region in order to address both poverty and land degradation. In more recent years the vision has evolved into an integrated ecosystem management approach for the achievement of AGENDA 2063 and SDGs. Within the framework of strengthening the GGW implementation, the Global Environmental Facility (GEF) in collaboration with some Partners and countries have invested important funds in the GGW participating countries to expand sustainable land, water management, climate change and adaptation.

The project “Closing the Gaps in Great Green Wall: Linking Sectors and Stakeholders for Increased Synergy and scaling-up” is a three (3) year project that began in June 2016. Funded by GEF, it is implemented by UNEP and Executed by IUCN. The project aims to achieve greater implementation of policies for sustainable land management in the Sahel (GGW countries) through enhanced investment, intersectoral coordination, and engagement of marginalized groups.

The project envisages three (3) outcomes:

Outcome 1: Improved knowledge of the developmental and environmental benefits of SLM including improved goals and indicators for enhanced monitoring and more coordinated implementation (at local, national, regional and global levels);

Outcome 2: More active networking within and between countries for a greater engagement of marginalized groups in GGW dialogue and implementation, with cross-linkages to other development issues and sectors; and

Outcome 3: Greater dialogue between stakeholders and increased capacities in identifying investment priorities and attracting private sector actors to “enabling investments” for implementation of SLM policies and scale up of good practices.

A Mid-Term Review should be undertaken at the mid-point of the project lifetime to determine progress being made towards the achievement of outcomes and identify corrective and adaptive management measures, if need be. Findings of this review will be incorporated as recommendations for enhanced implementation during the remaining course of the project.

## Objectives

Overall, the purpose of this mid-term evaluation is to understand and determine the level of progress made in the implementation of the project to achieve its objectives. The evaluation will review project performance and the implementation of planned outputs and activities against actual results. Risks related to the achievement of project results and objectives will also be assessed. In this regard, the evaluation will help to identify strategic corrective actions and make relevant recommendations to guide possible changes in the design, implementation and overall direction of the project towards its development objective.

The evaluation will include:

- Reviewing the effectiveness, efficiency and timely implementation of the project;
- Analyzing the effectiveness of the implementation of partnership agreements;
- Identifying issues requiring decisions and remedial action;
- Identifying lessons learned from project development, implementation and management;
- Highlighting technical achievements and lessons learned;
- Determining if the project is achieving the expected results; and
- Proposing mid-term corrections and / or adjustments to the work plan and management measures as necessary.

## Approach, Methods and deliverables of the evaluation

### Approach, Methods

The mid-term review will use a participatory approach whereby key stakeholders are informed and consulted throughout the review process. Quantitative and qualitative evaluation methods will be used, as appropriate, to determine the project's achievements in relation to expected outputs, outcomes and impacts. It is strongly recommended that the consultant maintain close communication with the project team and promote the exchange of information throughout the implementation phase of the review, in order to enable the consultant to own more (and the same goes for other stakeholders) the results of the review.

The conclusions of the review will be based on the following elements:

- Review of relevant project documents and communications;
- Interviews (individual or in groups) with:
  - The UN Environment Task Manager (TM);
  - The project management team;
  - UN Environment Fund Management Officer (MEF);
  - Project partners, etc.
  - The resource persons concerned; etc.
- Other data collection tools: to be determined by the consultant on the basis of the information needed to complete the review.

### Deliverables and procedures of the review

The review team will prepare:

- 1- Inception report:** After the consultant's methodology scoping meeting, the consultant will produce an initial report summarizing the interviews and major components of the project. This inception report will ensure that all sources of information have been accessed. It also helps to verify emerging findings.
- 2- The preliminary report:** this report should contain an executive summary that can serve as a stand-alone document; a detailed analysis of evaluation findings organized according to evaluation criteria.
- 3- Review of the preliminary report:** IUCN and UNEP will review the preliminary report. Once the draft has been reviewed and accepted by peers, the Task Manager will share the approved draft report with key project stakeholders for review and comments. Stakeholders will be able to comment on errors of facts and highlight the importance of such errors in the conclusions as well as recommendations and lessons learned. All comments or responses to the preliminary reports will be forwarded to the Task Manager for consolidation. The latter will send all comments to the review team for consideration in the preparation of the final report.
- 4- The final report:** The consultant will submit the final report after addressing all comments.

## Time schedule

The assignment shall be expected to be completed within a maximum of 20 working days.

The evaluation is intended to start by 11<sup>st</sup> of November 2019 and should be completed by 11<sup>th</sup> of January 2020.

| Steps   | Provisional timetable                        |
|---|--|
| Familiarization meeting (with the UNEP Task Manager)                        | 11 <sup>st</sup> November 2019               |
| Data collection and analysis, interviews and desk review                    | 11 <sup>th</sup> November – 25 November 2019 |
| Field missions in 4 selected countries )                                    | 25 November – 9 December 2019                |
| Drafted report shared with the UN-Environment Task Manager and project team | 10 December 2019                             |
| Draft version of the report shared with a wider group of stakeholders       | 20 <sup>th</sup> December 2019               |
| Final report  | 11th January 2020                            |

## Requirement and Qualifications

The potential candidate for this position will fulfil the following minimum qualifications:

- A post-graduate degree in environmental sciences, international development or any other relevant field of political or social science;
- A minimum of 10 years of technical / evaluation experience, including evaluation of large-scale, regional or global programs using a theory of change approach;
- A broad understanding of ecosystem conservation, and an understanding of GEF focal area programming will be an added advantage;
- Relevant experience in monitoring and evaluation of multi-landscape projects including sustainable landscape management projects; multi-sectors and multi-actors coordination ecosystem management projects;
- Familiarity and strong knowledge of the Great Green Wall Initiative goals and mandate and experience of working in the Africa Sahel region;
- A mastery of time management and excellent communication and writing skills in English;
- Knowledge of French is an advantage as most countries covered by the project are French speaking countries;
- Demonstrable analytical skills, strategic thinking and ability to exercise project adaptive management measures to support the achievement of project results and outcomes; and
- Knowledge of the United Nations system, in particular the work of the UN Environment will be an added advantage.

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.

## APPLICATION

Applicants should submit the following by email to: [Razingrim.OUEDRAOGO@iucn.org](mailto:Razingrim.OUEDRAOGO@iucn.org) with copy to [Chris.Magero@iucn.org](mailto:Chris.Magero@iucn.org) by **3<sup>rd</sup> November 2019 midnight (UTC/GMT) the latest:**

1. Technical offer including curriculum vitae that highlights references to previous relevant work in monitoring and evaluation of GEF projects.
2. A covering letter outlining their suitability for the job.
3. A financial offer in USD for completion of the required tasks, including the daily rate used for calculations.

Only shortlisted applicants will be contacted for interview.

## Selection Information:

The selection criteria will consist of technical and financial components. A weighting will be provided to each component as follows: Technical Weighting Factor 80%, Financial Weighting Factor 20%, with the total score being a combination of these two percentages.

The technical component involves an evaluation of the following six (6) criteria based upon the information provided in the submitted proposal documentation:

- Methodology and Work Plan: 20%;
- Proven capacities and experience in projects monitoring and evaluation: 20%;
- Understanding of ecosystem management, SLM and multi-stakeholders engagement in SLM: 20%;
- Experience with GEF or other related donor 20%;
- Fluency in English and French 10%; and
- Familiarity with the Africa Sahel Region, GGW Initiative countries context 10%.

Only proposals which achieve a total score (Technical Score) of more than or equal to a value of 60% will be considered for financial evaluation.

The financial component will be evaluated on the basis of the cost-effectiveness of the proposal. The financial component will constitute 20% points on the proposal evaluation criteria. The selection team will not necessarily go for the cheapest proposal but will exercise due diligence to select the proposal that ably demonstrates an optimal combination of technical strength and cost-effectiveness.

## Annex

The full Terms of Reference for the mid-term review is available at:

[https://www.iucn.org/sites/dev/files/content/documents/mid-term\\_evaluation\\_tors - closing the gaps in the great green wall project.pdf](https://www.iucn.org/sites/dev/files/content/documents/mid-term_evaluation_tors_-_closing_the_gaps_in_the_great_green_wall_project.pdf)