

# Proyecto de Porte Medio para la Implementación del PAE Plata Projeto de Porte Médio para a Implementação do PAE Prata Medium Size Project for the Implementation of the SAP Plata



## Terms of Reference (ToR)

### Terminal Evaluation Report (TE)

## PREPARING THE GROUND FOR THE IMPLEMENTATION OF THE LA PLATA BASIN STRATEGIC ACTION PROGRAM

### 1. INTRODUCTION

In accordance with CAF and GEF M&E policies and procedures, all full- and medium-sized CAF-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the medium-sized project PREPARING THE GROUND FOR THE IMPLEMENTATION OF THE LA PLATA BASIN STRATEGIC ACTION PROGRAM implemented through the General Secretariat of the Organization of American States (GS/OAS) and the Intergovernmental Coordination Committee of the Plata Basin Countries (CIC). The project started on the July 2019 and is in its Last year of implementation. The TE process must follow the guidance of GEF and CAF.

### 2. PROJECT BACKGROUND AND CONTEXT

On February 21th 2017, high level government representatives of the member countries of the Intergovernmental Coordination Committee of the Plata Basin Countries (CIC) met in Buenos Aires to analyze the results of the GEF-UNEP-OAS project "Sustainable Management of the Water Resources of the la Plata Basin with Respect to the Effects of Climate Variability and Change". Having approved the Strategic Action Program (SAP) for the Plata Basin in July 2016, which consolidates the outcomes and priority recommendations emerging from the project, the countries instructed the CIC Secretariat to pursue further assistance from the GEF and other funding sources in order to accelerate the implementation of the SAP. In line with this decision, the Plata Basin countries also approved the further development of the medium sized project named: "PREPARING THE GROUND FOR THE IMPLEMENTATION OF THE LA PLATA BASIN STRATEGIC ACTION PROGRAM".

### **3. TE PURPOSE**

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of CAF programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

The Terminal Evaluation (TE) of the Project is undertaken at the end of the Project and will include an analysis of the attainment of global environmental objectives, project objectives, delivery and completion of project outputs/activities, and outcomes/impacts (based on indicators). Evaluation of project achievements will be done according to GEF Project Review Criteria specifically as this includes the implementation approach; country ownership; stakeholder participation; sustainability, replication approach; financial planning; cost-effectiveness; monitoring and evaluation. The TE will also present and analyze main findings and key lessons, including examples of best practices for future projects in the country, region, and the GEF. The TE will also have an annex explaining any differences or disagreements between the findings of the evaluation team, the Executing Agency (EA) or the GEF recipient organization.

### **4. TE APPROACH**

In line with the Guidelines for GEF Agencies in Conducting Terminal Evaluations, the terminal evaluation of the Project will assess project performance (in terms of relevance, effectiveness, and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among CAF, the GEF and their partners. Therefore, the evaluation will identify lessons of operational relevance for future project formulation and implementation. It will focus on the following sets of key questions, based on the project's intended outcomes, which may be expanded by the consultants as deemed appropriate:

- How far has the project built national and regional capacity (at individual, organizational and enabling environment level) for the management of Transboundary Basins?
- Did the outputs of the project articulate options and recommendations for the implementation of the SAP? Were these options and recommendations used? If so by whom?
- To what extent did the project outputs produced have the weight of scientific authority and credibility necessary to influence policy makers and other key audiences?
- To what extent has the strengthening of the capacities of the countries and the CIC to coordinate actions to implement the Strategic Actions Program in the La Plata Basin been improved?

- What progress has been made in establishing the Regional Thematic Groups as a means of consolidating transboundary cooperation, strengthening the CIC in its role of coordinating technical activities in the management of the basin's water resources and identifying strategic actions translated into projects for the implementation of the SAP?
- Was the project successful in improving the basis for unifying efforts and resources among the countries and all stakeholders interacting in the basin to promote sustainability and climate resilience in the basin?
- To what extent has progress been made in harmonizing the vision and objectives of the Strategic Actions Program with national policies and plans in the countries?
- To what extent has the project advanced with respect to information management, operation of the Decision Support System and articulation with projects, programs, institutions and international organizations related to hydro-environmental information?
- To what extent has the focus on gender and indigenous peoples been deepened in the identification of actions aimed at implementing the Strategic Action Program for the La Plata Basin?
- Was an effective project management system and Decision Making established and functioning at the national and regional level?

The TE will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, CAF Initiation Plan, CAF Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

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

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

## **5. METHODOLOGY**

This terminal evaluation will be conducted as an in-depth evaluation using a participatory approach whereby the CAF Task Manager, key representatives of the executing agencies and other relevant staff are kept informed and consulted throughout the evaluation. The consultant will liaise with the CAF, OAS and CIC Team leaders on any logistic and/or methodological issues to properly conduct the review in as independent a way as possible, given the circumstances and resources offered. The draft report will be circulated to CAF/OAS and key representatives of the executing agencies OAS and CIC. Any comments or responses to the draft report will be sent to CAF and OAS for collation and the consultant will be advised of any necessary or suggested revisions.

The findings of the evaluation will be based on the following:

1. A desk review of project documents including, but not limited to:
  - (a) The project documents, outputs, monitoring reports (such as progress and financial reports to CAF and GEF annual Project Implementation Review reports) and relevant correspondence.
  - (b) Notes from the Steering Group meetings.
  - (c) Other project-related material produced by the project staff or partners.
2. Interviews with project management and technical support teams.
3. Interviews and Telephone interviews with intended users for the project outputs and other stakeholders involved with this project, including in the participating countries and international bodies. The Consultant shall determine whether to seek additional information and opinions from representatives of donor agencies and other organizations. As appropriate, these interviews could be combined with an email questionnaire.
4. Interviews with the CAF, OAS, CIC project team, and other relevant staff in CAF, OAS, CIC dealing with international water projects and related activities as necessary. The Consultant shall also gain broader perspectives from discussions with relevant GEF Secretariat staff if needed.

The modality of the Terminal Evaluation will be online/remote unless an in person approach is considered by the project team taking into consideration time and resources availability.

## **6. DETAILED SCOPE OF THE TE REPORT**

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex 2

The asterisk "(\*)" indicates criteria for which a rating is required.

Findings

- i. Project Design/Formulation

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

ii. Project Implementation

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

iii. Project Results

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

### Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, CIC, GS/OAS, CAF and the GEF, including issues in relation to gender equality and women's empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other CIC, GS/OAS, GEF and CAF interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

## **7. TE DELIVERABLES**

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report/WorkPlan	TE team clarifies objectives, methodology and timing of the TE	No later than 1 weeks after the signature of the contract	TE consultant submits Inception Report to Commissioning Unit and project management
2	Draft TE Report and Presentation	Full draft report (using guidelines on report content in ToR Annexes to this TORs)	After 4 weeks of contract signature	TE consultant presents to CIC-OAS-CAF and other beneficiaries

3	Draft TE Report	Revised final report in which the TE details how all received comments have (and have not) been addressed in the final TE report	After 6 weeks of contract signature	TE consultant presents to CIC-OAS-CAF, Project Coordinating Unit, GEF OFF.
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## 8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Project Coordination Unit (PCU), CIC, OAS and CAF.

The GS/OAS will contract under CAF/GEF supervision and guidelines the evaluator and ensure the timely development and delivery of the TE Reports. The PCU will be responsible for liaising with the TE consultant to provide all relevant documents, set up stakeholder interviews, and arrange field visits or Telecons.

## 9. THE EVALUATOR CONSULTANT

The evaluator consultant cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

The selection of evaluators will be aimed at maximizing the consultant qualities in the following areas:

### Education

- Bachelors or Master's degree in environment, hydrology, environmental sciences, diplomacy or other closely related field;

### Experience

- Recent experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to GEF international waters focal area
- Experience in evaluating projects regional;
- Experience in relevant technical areas for at least 10 years;
- Demonstrated understanding of issues related to gender and GEF international waters area and other applicable to this project;
- experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset;

### Language

- Fluency in written and spoken English, Spanish and Portuguese.

## **10. EVALUATOR ETHICS**

The TE consultant will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. The evaluator must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of CAF, OAS, CIC and partners.

## **11. PAYMENT SCHEDULE**

The compensation for the TE is \$US 20,000.00", to be paid as follows:

- 20% payment upon signature of the contract.
- 40% payment upon satisfactory delivery of items 1 and 2 under section 6 of this TORs.
- 40% payment upon satisfactory delivery of item3under section 6 of this TORs.

Criteria for issuing the final payment of 40%

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

## **12. APPLICATION PROCESS**

Recommended Presentation of Proposal:

- a) Expression of Interest and Availability, including experience in project evaluation.
- b) CV
- c) The proponent must submit their Curriculum Vitae (CV) and Expression of Interest with 3 professional references and their respective contacts. He must summarize in a specific item the work experiences that, in his opinion, provide the knowledge, expertise, and skill to adequately meet all the requirements of this call. The presentation of the documentation will be made by email, to the address [water@oas.org](mailto:water@oas.org) until November 11<sup>th</sup>, 2022 at 11:59 pm (Washington DC time, USA).



### **13. TOR ANNEXES**

- ToR Annex 1: Project Document
- ToR Annex 2: Content of the TE report