



TOGETHER
for a sustainable future

OCCASION

This publication has been made available to the public on the occasion of the 50th anniversary of the United Nations Industrial Development Organisation.



TOGETHER
for a sustainable future

DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

CONTACT

Please contact publications@unido.org for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at www.unido.org

Terms of Reference

Terminal Evaluation

Participatory Control of Desertification and Poverty Reduction in the Arid and Semi-Arid High Plateau Ecosystems of Eastern Morocco

(UNIDO project No. GF/MOR/09/001, SAP ID 101058)

Contents

| | |
|---|----|
| 1. PROJECT BACKGROUND | 3 |
| 2. OBJECTIVE AND SCOPE OF THE EVALUATION | 3 |
| 3. METHODS..... | 4 |
| 4. RESPONSIBILITIES..... | 5 |
| 5. EVALUATION REPORT FORMAT AND REVIEW PROCEDURES..... | 6 |
| 6. REVIEW OF THE DRAFT EVALUATION REPORT | 7 |
| 7. SUBMISSION OF FINAL TERMINAL EVALUATION REPORTS..... | 7 |
| 8. EVALUATION MISSION TEAM QUALIFICATIONS..... | 7 |
| 9. RESOURCES AND SCHEDULE OF THE EVALUATION | 8 |
| Annex 1:Terminal Evaluation Report Outline..... | 10 |
| Annex 2: Guidelines for GEF Agencies in Conducting Terminal Evaluations | 13 |
| Annex 3: Geographical Coordinates Format..... | 14 |

GEFSEC PROJECT ID: 2632

IA/ExA Project ID: IFAD/XX/XX

UNIDO Project ID: GF/MOR/09/001-101058

Country: Morocco

Project Title: Participatory Control of Desertification and Poverty Reduction in the Arid and Semi-Arid High Plateau Ecosystems of Eastern Morocco

GEF IA/ExA: IFAD (Lead) and UNIDO national project executing agency(ies): HCEFLCD and MAPM

Duration: 6 years

GEF Focal Area: Land degradation/international waters with linkages to Biodiversity and Climate Change

GEF Strategic objectives: LD-SO2

GEF Strategic Programs: LD-SP1 and to IW-SP3. IA/ExA Fee: 10% (50/50 split between IFAD & UNIDO)

| FINANCING PLAN (\$) | | |
|---|-----|------------|
| | PPG | Project* |
| GEF Total | | 5.998.422 |
| Co-financing | | |
| GEF IA/ExA | | 5.174.029 |
| Government | | 13.213.744 |
| ADPO | | 287.950 |
| Beneficiaries | | 209.442 |
| Co-financing Total | | 18885165 |
| Total project cost | | 24.883.588 |
| Financing for Associated Activities If Any: | | |

CONTRIBUTION TO KEY INDICATORS IDENTIFIED IN THE FOCAL AREA STRATEGIES:

- % increase in rangelands with SLM/IWRM practices
- % decrease in number of rural households below the poverty line
- % increase in diversity of funding sources for SLM/IWRM in rangelands

| <i>Project Contact Persons</i> | |
|--|--|
| IA/ExA Coordinator Mr. Abdelhamid Abdouli Country Programme Manager, NEN/IFAD Tel: +39 0654592248 E-mail: a.abdouli@ifad.org | Project Contact Persons: <u>IFAD Contact Person:</u> Mr. Rami Abu Salman Regional Environmental and Climate Specialist, ECD/IFAD Tel: +39 0654592291 E-mail: r.salman@ifad.org <u>UNIDO Contact Person:</u> Mr. Jaime Moll-de-Alba Country Office Director Tel.: + 43 1 26026 3876 E-mail: c.jenane@unido.org |

1. PROJECT BACKGROUND

Morocco is suffering the effects of climate change and becoming more and more vulnerable to environmental disturbances such as water stress, fragile plant cover and desertification. The impact of climate change will be felt in increasingly scarce water resources, aggravated desertification, lower yields, the disappearance of certain crops and a reduction in biodiversity. Although the country has already experienced several episodes of drought, the prognostics for climate change, above all by the Intergovernmental Panel on Climate Change (IPCC), paint an even more pessimistic scenario.

The pressures already being exerted on Morocco's limited natural resources are likely to be exacerbated by the future impact of climate change. Water and agriculture, the country's most important sectors, bear the brunt of a highly variable and at times extreme climate. The most vulnerable areas are the mountain zones, coastal areas, forests and arid lands. The mountain zones are fragile ecosystems under threat from erosion and desertification. Climate variability here translates into more and more frequent and severe periods of drought and a significant reduction in rainfall. Climate phenomena such as floods and hailstorms damage crops and often erode the productive capital of smallholders and livestock breeders, who make the bulk of the rural communities in mountain zones.

The "*Participatory Control of Desertification and Poverty Reduction in the Arid and Semi-Arid High Plateau Ecosystems of Eastern Morocco*" project will address desertification and poverty reduction in eastern Morocco through an integrated strategy of removing barriers and mainstreaming SLM and IWRM, complimented with specific incremental investments to mobilize and empower range users as partners in managing the natural resources. The philosophy is to create and promote investment opportunities for land resource management which provide concurrent environmental and economic benefits.

In this respect, Sustainable Land Management (SLM) principles and procedures into rural development strategies and programs are recognized by the Government of Morocco (GOM) as a priority development strategy under the Morocco NAP-CCD. As part of the same strategies, the GOM has identified that one of the more effective solutions to address the root causes of land degradation is to empower rural populations to become real partners in managing the natural resource base and improve their economic welfare.

The project goal is to generate mutual benefits for the global environment and local livelihoods through catalysing SLM and IWRM investments for large-scale impact in the rangelands of Morocco and the restoration and maintenance of their ecosystem functions and productivity.

The project promotes the concept that effective mitigation of land degradation and control of desertification can be achieved only within the context of reduction of rural poverty, and only by integrated actions from all levels of stakeholders. Thus, the project objectives concern both rural development and local environment services at local, national, and global levels.

2. OBJECTIVE AND SCOPE OF THE EVALUATION

The present terminal evaluation is commissioned with the general objective of assessing the results obtained by the project in the field of Climate Change adaptation in Morocco and the impact of the funded activities on communities, ecosystems and local economy.

In details the terminal evaluation has the specific tasks of:

- To examine the extent and magnitude of all project impacts to date and determine the likelihood of future impacts. It will assess relevance, effectiveness, efficiency, ownership, and sustainability, as well as project management and coordination.
- To provide an assessment of the project performance, gender disaggregated achievements, and the implementation of planned project activities and planned outputs against actual results
- To evaluate the effectiveness of adopted technologies and practices highlighting best practices and lesson learned as well as communication and knowledge management tools to enhance their permeability among communities, authorities and other stakeholders.
- To assess the technical and financial progress of the project since the approval of the Grant Agreement, including alignment with GEF policies and strategies, attainment and measurement of global environmental benefits and co-financing.
- To assess the progress made and to synthesize lessons learned on each project component against:
 - (a) the project objectives, logical framework,
 - (b) Annual Work plans and Budget (AWPBs),
- To assess stakeholders' understanding of the project and of the specific interventions, and their level of satisfaction with implementation
- To synthesize lessons learned that may help in the design and implementation of future IFAD or IFAD-GEF initiatives
- To identify strengths and weaknesses, as well as challenges and opportunities associated with implementation. This will include a review of project delivery mechanism of the project, including the functioning of counterparts.
- To synthesize lessons learned that may help in the design and implementation of future IFAD or IFAD-GEF initiatives
- To identify possible contribution to the IFAD's ENRM Policy and Climate Change Strategy¹

3. METHODS

The work will follow IFAD and GEF evaluation guidelines ('Guidelines for GEF Agencies in Conducting Terminal Evaluations')² adopting as well the followings:

- A remote desk review of project and other relevant documents including, but not limited to:
 - a) The project documents, outputs, monitoring reports (such as progress and financial reports to IFAD and GEF annual Project Implementation Review reports including RIMS and other available tools) and relevant correspondence.
 - b) Project-related material produced by the project staff or partners.
 - c) Relevant materials published about the project
 - d) The evaluator shall determine whether to seek additional information and opinions from representatives of donor or government agencies and other organizations.
- Interviews with project management and technical support teams to review experiences in project implementation, progress and achievements at country level,
- To review compliance with Grant Agreement Covenants,
- Field visits to the project sites to view the progress in measures at the local level including meetings with project related stakeholders. Field visit will be selected by the Evaluation team and proposed to the implementing partner and authorities to ensure logistic and data.
- Focused group discussions in-country and in the field with the target communities

¹ http://www.ifad.org/climate/policy/enrm_e.pdf <http://www.ifad.org/climate/strategy/e.pdf>
² http://d7.thegef.org/sites/default/files/documents/Policies-TEguidelines7-31_0.pdf /
http://www.ifad.org/evaluation/process_methodology/doc/manual.pdf

- Collection of geographical coordinates of each visited place/area/infrastructure/other.
- The team will ensure a detailed collection of pictures/videos and maps of all visited site. Data will be transmitted to IFAD within the final report as a dedicated annex in the following format: a known projection with preference for WGS84 and in decimal degrees.

4. RESPONSIBILITIES

An TE team will visit country from 01 September to 25 September 2015 to undertake a mission for evaluating the *“Participatory Control of Desertification and Poverty Reduction in the Arid and Semi-Arid High Plateau Ecosystems of Eastern Morocco”* project.

The TER mission team will comprise of the following two members:

- Team Leader with Natural Resource Management (NRM) and Rural Development Expertise
- Soil Management Expert

The Terminal Evaluation Team Leader is the sole and independent responsible of the evaluation. Each member of the team will refer to her/him solely. The Team Leader is considered the sole responsible for the quality of the terminal evaluation, its implementation including competition and timely delivery of final report and annexes.

The specific TOR and reporting requirements for each evaluation team member are the following:

Team Leader, NRM/Rural Development Expert will be responsible for the following:

- Overall coordination of inputs from the team members, ensuring that all aspects of the evaluation are addressed and for consolidating all information in an Aide Memoire, PowerPoint presentation and final TE report
- Review the overall progress and results of the project. Assess to what extent the development goal, objective, outcomes and outputs have been achieved drawing as well on the inputs from the SLM management expert.
- Assess the appropriateness and effectiveness of the project’s targeting strategies and the extent to which an approach to sustainable land management has been implemented
- Assess project implementation and management arrangements, annual planning, and supervision
- Identify the past operational issues and constraints faced by the project, and review the actions undertaken with relation to recommendations of MTR and supervision missions
- Evaluate the project monitoring and evaluation system and its effectiveness in guiding project implementation Identify and review the community engagement approaches, and policy dialogue and planning process adopted by the project; and assess their appropriates and effectiveness in meeting project objectives and outcomes
- Assess project management capabilities and technical capacities; and the effectiveness and appropriateness of capacity building provided by all project partners including UNIDO and IFAD.
- Assess the level and quality of community’s participation into the projects and their understanding of results and impacts.
- Assess the level of effectiveness of collaboration with other stakeholders and partners

- Review the innovative aspects, lessons learned, potential for scaling-up best practice and policy orientation and provide recommendations for orienting new designs in the same sector of intervention.
- Prepare the TE mission Aide-Memoire, PowerPoint presentation, and TE report, appendices and annexes in line with the IFAD templates
- Present the findings of the TE mission at a wrap up meeting to UNIDO/Ministry of Agriculture and Ministry of International Cooperation.
- Ensure that all geographical coordinates of the visited areas/activities/infrastructures/others are collected and reported.
- Undertake any other necessary tasks required to ensure that the Terms of Reference of the Terminal Evaluation are fully met.

Sustainable Land Management Expert will be responsible for the following:

- Review overall progress and results of technical support activities relating to sustainable land management and haze reduction
- Review project outcomes and assess sustainability, innovativeness and scaling up potential. Also, identify gaps, challenges and weaknesses in project approach.
- Assess the extent of new lands under sustainable management practices. Collect data on the status of land degradation and rehabilitation in the project areas and compare with the baseline (georeferenced data is mandatory).
- Assess the strengths and weaknesses of project management with advancing sustainable land management approaches and technologies. Assess the appropriateness and effectiveness of best practices and pilot activities implemented by the project
- Assess the relevance, adequacy, effectiveness and operation and maintenance of project-financed infrastructure
- Assess the relevance, adequacy, effectiveness and operation and maintenance of the tools and methods supported by the project.
- Describe innovations and best practice emanating from project implementation and propose scaling up pathways and policy recommendations.
- Evaluate the knowledge products generated by the project in terms of technical quality, messaging, ease of accessibility, use by stakeholders, and promotion of KM products through learning events. Provide a comprehensive list of knowledge products developed.
- Provide all necessary inputs to the team leader (including geographical coordinates) for ensuring that the TE Aide Memoire, PowerPoint presentation and TE report are comprehensive
- Undertake any other relevant tasks assigned by the Team Leader

5. EVALUATION REPORT FORMAT AND REVIEW PROCEDURES

Report format

- The Terminal Evaluation Report (TER) should not exceed 50 pages excluding Annexes
- Evidence, findings, conclusions and recommendations should be presented in a complete and balanced manner.
- The TER shall be written in English, and use numbered paragraphs.

- The TER will include an executive summary as well as the conclusions in English and French.
- The evaluation will rate the overall implementation success of the project and provide individual ratings as described in this TOR.
- TER will also include any formal response/ comments from the project management team and/ or the country focal point regarding the evaluation findings or conclusions as an annex to the report

6. REVIEW OF THE DRAFT EVALUATION REPORT

The team leader will present the preliminary evaluation findings to relevant national counterparts to obtain their views, clarifications and (dis)agreements.

A revised TER, highlighting findings from the preliminary scoping of the report, will be submitted to the CPM and the RCE who will share it with the Independent Office of Evaluation of IFAD (IOE³) and to the Office for Independent Evaluation of UNIDO for final review and comments.

They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions that should be taken into consideration in preparing the final version of the report. The feedback will be communicated to the evaluator(s) for their consideration in preparing the final report.

7. SUBMISSION OF FINAL TERMINAL EVALUATION REPORTS

The final report shall be submitted in electronic form (Word format) and should be sent directly to the Regional Division (CPM) and to the Environment and Climate Division (ECD). All geographical coordinates will have to be reported according to Annex 3.

ECD will submit the final report to the Independent Office of Evaluation of IFAD (IOE) , to the Office for Independent Evaluation of UNIDO and to the GEF Independent Evaluation Office. The final Terminal Evaluation report will be a public document.

The final Terminal Evaluation report will be available on the ECD website <https://xdesk.ifad.org/sites/gef/> and may be printed in hard copy. Subsequently, the report will be sent to the GEF Office of Evaluation for their review, appraisal and inclusion on the GEF website.

8. EVALUATION MISSION TEAM QUALIFICATIONS

The evaluators should have the following common qualifications:

- No previous association with the policy-making process and the design, delivery, supervision and management of the project.

³ IOE will not supervise the evaluation exercise, it would only carry out quality assurance at specific stage (s) in the form of peer review.

- Knowledge of IFAD country programmes and GEF operational programmes, strategies and relevant policies.
- Knowledge and relevant working experience in Morocco or other Northern African Countries
- Requisite technical knowledge, academic qualifications and experience in line with the responsibilities of respective team members as outlined in Section No. 3. above
- Fluency in oral and written French and English is a must.

In addition, each mission team member should meet the at least the following specific qualifications:

i) Mission Team Leader

- Degree in Natural Resource Management with at least 10 years of experience in the design/supervision/evaluation of the natural resources, environment, climate change projects which address economic and social development issues
- Proven experience as mission team leader and familiarity with GEF projects
- Possession of a sound understanding of development issues in the field of natural resources, environment, sustainable land management, and rural development
- Proven experiences in strategic policy development and legislation, and good understanding of policy context
- Excellent communication and engagement skills with a wide variety of stakeholders, from policymakers to community level

ii) Sustainable Land Management Expert

- At least 6 years of experiences in project design/supervision/evaluation in sustainable land management in arid and semi-arid environments.
- Possession of a sound understanding of development issues in the field of natural resources, environment and rural development.
- Excellent communication and engagement skills with a wide variety of stakeholders, from policymakers to community level.

9. RESOURCES AND SCHEDULE OF THE EVALUATION

a. Expertise

The evaluator will be contracted by the Project managed by UNIDO in Morocco. The evaluator will work under the overall supervision of the NEN (Near East and North Africa Division) Regional Environment and Climate Change Expert.

b. Timeframe

The period of contract will be 20 days spread over two month (-- September 2015 – -- November, 2015).

| Activities | Dates | Output | Responsible |
|---|-----------------|--|-------------|
| Evaluation Design | 1-5 Sep | (I) Approach paper to be developed for the TER mission (II) Desk review and desk review note (III) Briefing with IFAD, UNIDO local counterpart to explain methodology, approach and final agenda of the TER. | Team Leader |
| Mission assemble in Morocco | 14 Sep | | TER Mission |
| Presentation of the TER agenda to all stakeholders including IFAD and UNIDO | 15 Sep | Minutes of the presentation including list of participants. | Team Leader |
| Field Visit | 15-25 Sep | | TER Mission |
| Initial debrief with IFAD and UNIDO on mission findings | 26 Sep | (I) Clarify questions/issues raised by the TER mission (II) Minutes of the presentation including list of participants. | Team Leader |
| Initial debrief with MOA and other Stakeholders on mission findings | 26 Sep | (I) Clarify questions/issues raised by the TER mission (II) Minutes of the presentation including list of participants. | Team Leader |
| Mission leave Morocco | 27 Sep | | TER Mission |
| Submission of all Working Papers | 1 Nov. | Draft Working Papers | TER Mission |
| Report Preparation | 28 Sep 5 Nov | First Draft including Working Papers | Team Leader |
| Presentation of AM to UNIDO, IFAD and MOA | 6 Nov | (I) First Draft plus presentation.(II) Minutes of the presentation including list of participants. | Team Leader |
| Draft final report disseminated for comments | 8 Nov | Second Draft plus presentation including Working Papers . | Team Leader |
| Finalising report based on comments | 15 Nov | (I) Final Draft including Working Papers.(II) Summary of comments (one page Max.) | Team Leader |
| Submission of the final report to IFAD | 20 Nov | Final Report and Annexes including Working Papers | Team Leader |
| Learning Workshop (to be confirmed) | 25 Dec | Presentation of Final evaluation | Team Leader |

Annex 1: Terminal Evaluation Report Outline⁴

- I. **Project Identification Table:** Identify: (1) Project ID, (2) Title, (3) Location, (4) Start and End Date, (5) Mid-Term Evaluation (if applicable), (6) Executing and Implementing Agencies, and Partners, and (7) Budget;
- II. **Executive Summary** (no more than 3 pages): providing a brief overview of the main conclusions and recommendations of the evaluation;
- III. **Introduction and Background:** giving a brief overview of the evaluated project, for example, the objective and status of activities; The GEF Monitoring and Evaluation Policy, 2006, requires that a TE report will provide summary information on when the evaluation took place; places visited; who was involved; the key questions; and, the methodology;
- IV. **Scope, Objective and Methods:** presenting the evaluation's purpose, the evaluation criteria used and questions to be addressed, the key questions and the methodology;
- V. **Project Performance and Impact⁵:** providing *factual evidence* relevant to the questions asked by the evaluator and interpretations of such evidence. This is the main substantive section of the report. The evaluator should provide a commentary and analysis on the following areas:

| Evaluation Areas | Criteria | Rating |
|---|--|--|
| Assessment of Project Results | <u>Project Outcomes and Objectives</u> Criteria: Relevance Effectiveness Efficiency | Highly Satisfactory (HS) Satisfactory (S) Moderately Satisfactory (MS) Moderately Unsatisfactory (MU) Unsatisfactory (U) Highly Unsatisfactory (HU) |
| Assessment of Risks to Sustainability of Project Outcomes | <u>Likelihood of sustainability of outcomes</u> 4 dimensions of risks to sustainability: Financial risks Socio-political risks Institutional Framework and governance risks Environmental risks | Likely (L) Moderately Likely (ML) Moderately Unlikely (MU) Unlikely (U) |

⁴ The Evaluation Team should refer to Guidelines for GEF Agencies in Conducting Terminal Evaluations (2008) for more details.

⁴ Ref: Note 4

| | | |
|---|--|--|
| Catalytic Role | | No rating required |
| Assessment of M&E System | <u>M&E design</u> <u>M&E plan implementation</u> <u>Budgeting and Financing for M&E activities</u> | Highly Satisfactory (HS) Satisfactory (S) Moderately Satisfactory (MS) Moderately Unsatisfactory (MU) Unsatisfactory (U) Highly Unsatisfactory (HU) |
| Monitoring of long-term changes | Contribution to establishment of long-term monitoring system Accomplishment/shortcoming Sustainability of system Use of the system as intended | (descriptive) |
| Assessment of processes affecting attainment of project results | <u>Preparation and readiness</u> <u>Country ownership/drivenness</u> <u>Stakeholder involvement</u> <u>Financing Planning</u> <u>GEF Agency supervision and backstopping</u> <u>Co-financing</u> <u>Delays</u> | (descriptive) |

- VI. **Conclusions and Rating:** of project implementation success giving the evaluator’s concluding assessments and ratings of the project against given evaluation criteria and standards of performance. The ratings should be provided with a brief narrative comment;
- VII. **Lessons (to be) Learned:** presenting general conclusions from the standpoint of the design and implementation of the project, based on good practices and successes or problems and mistakes.
- VIII. **Recommendations:** suggesting *actionable* proposals for improvement addressing IFAD and other development partners. *Prior to each recommendation*, the issue(s) or problem(s) to be addressed by the recommendation should be clearly stated.
- IX. **Annexes** should include at least:
1. The Evaluation Terms of Reference (**TOR**);
 2. A **list of interviewees**, and evaluation timeline;
 3. A **list of documents** reviewed/ consulted;
 4. A list of Geographical Coordinates of project areas, visited places and infrastructures and any other relevant site.
 5. A comprehensive set of pictures/videos/others of the visited areas/sites/others.

6. Summary of **co-finance information** and a **statement of project expenditure by activity**;
7. Comprehensive list of knowledge products and URLs for accessing them
8. The expertise of the evaluation team (brief CV).

Annex 2: Guidelines for GEF Agencies in Conducting Terminal Evaluations⁶

To be downloaded here: http://d7.thegef.org/sites/default/files/documents/Policies-TEguidelines7-31_0.pdf

⁶ Abidance to GEF guidelines is mandatory. Guidelines can be downloaded at the following address: http://d7.thegef.org/sites/default/files/documents/Policies-TEguidelines7-31_0.pdf.

Annex 3: Geographical Coordinates Format