



**TERMS OF REFERENCES FOR CONSULTANCY SERVICES
FOR
MONITORING & EVALUATION & IMPACT ASSESSMENT**

Project Title:	Utilization of Renewable Energy (RE) Resources and Increasing Energy Efficiency (EE) in the Southeast Anatolia Region (REEE Project)
Vacancy Type:	External Vacancy
Location:	Turkey (Ankara and project sites)
Category:	Monitoring and Evaluation; Energy
Type of contract:	IC (Individual Contract)
Reporting Language:	English
Starting Date:	4 November 2016
Expected duration of Assignment:	23 working days (non consecutive)
Duration of Contract:	4 November 2016 – 31 December 2016
Reference Code:	M&E-REEE-2016-1

1- Background

In its Competitiveness Agenda for the GAP Region, the Turkish Government and the GAP Regional Development Administration announced the core strategic vision to make the GAP Region into a leader in the birth of sustainable civilization. A regional growth strategy is the integrated set of actions that lead to a distinctive and defensible competitive position. The sustainable growth strategy for the Southeast Anatolia Region is intended to be the framework around such an integrated set of actions. It includes plans for organic agriculture, sustainable irrigation, organic textile production, and new forms of tourism as well as enabling actions for education, internationalization, entrepreneurship, and cluster building. The strategic foundation for all these ambitious goals is that the Region has the natural and structural resources, as well as the social, political, and business opportunities, to become a leader among developing economies in an ambitious move towards renewable energy and energy efficiency.

Consecutively UNDP and GAP RDA launched several projects, all which were designed to progress towards the aforementioned ambitious vision. One of such projects is the Utilization of Renewable Energy (RE) Resources and Increasing Energy Efficiency (EE) in the Southeast Anatolia Region (aka REEE Project). Within first phase of REEE Project for a period of 2009-2012, several diagnostic studies were conducted; feasibility studies were undertaken to identify the most rewarding opportunities, and ultimately a Regional Renewable Energy and Energy Efficiency Strategy Paper was produced. The second phase of the REEE Project is being implemented from 2012 to December 2016 with the overall objective of improving the competitiveness of the Southeast Anatolia Region in a sustainable and socially equitable manner through improving the regional capacity for better utilization of renewable energy resources and increasing the energy efficiency in the Southeast Anatolia Region. The Project achieved an important set of results which set the basis for implementation of new development interventions in the region.

The M&E Expert will work closely with the Portfolio Manager, LED Cluster Lead, and Project staff in the country office as well as with UNDP project staff at regional level, and with implementing partners. The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming for new interventions.

1. Overall Goal of the Evaluation

Monitoring & Evaluation and Impact Assessment are combined in nature and seek to:

1. Measure to what extent the project has fully implemented their activities, delivered intended outputs and attained outcomes and specifically measuring development results.
2. Generate substantive evidence based knowledge by identifying best practices and lessons learned that could be useful to other development interventions at national (scale up) and international level (replicability).
3. Evaluate the findings in relation with on one or more of the related SDG thematic windows.

As a result, the findings, conclusions and recommendations generated by these evaluations will be part of the evaluation to synthesize the overall impact of the project at national and international level.

2. Scope of the Evaluation and Specific Objectives

The monitoring & evaluation will focus on measuring development results and potential impacts generated by the REEE project. This evaluation will also take into consideration principles of human rights-based approach to development programming; gender equality and environmental sustainability as per UNDP Social and Environmental Standards.

The unit of analysis or object of study for this evaluation is understood to be the set of components, outcomes, outputs, activities and inputs that were detailed in the project document(s) and in associated modifications made during implementation.

This final evaluation has the following **specific objectives**:

- Measure to what extent the project has attained the goals of the project as well as the development results to the targeted population, beneficiaries, participants whether individuals, communities, institutions, etc.
- Measure to what extent the project has contributed **to solve the needs and problems identified** in the design phase.
- To measure project's degree of **implementation, efficiency and quality** delivered on outputs and outcomes, against what was originally planned or subsequently officially revised.
- To identify and document substantive lessons learned and good practices on the specific topics of the project and the SDGs with the aim to support **the sustainability of the project** or some of its components.

3. Evaluation Questions, Levels of Analysis and Evaluation Criteria

The evaluation questions listed below are indicative and they aim to define the information that could be generated as a result of the evaluation process. The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report. The questions are grouped according to the criteria to be used in assessing and answering them.

The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability and impact**.

Relevance: To what extent the objectives of a development intervention are consistent with the needs and interest of the people, the needs of the country and the Sustainable Development Goals.

- a) To what extent was the design and strategy of the development intervention relevant to national and regional priorities (assess including link to SDGs, UNDCS and national priorities, GAP strategies and action plans, stakeholder participation, national ownership design process)?
- b) How much and in what ways did project contribute to solve the (socio-economical) needs and problems identified in the design phase?

- c) To what extent this project was designed, implemented, monitored and evaluated as gender sensitive? (see Gender Equality related documents to be reviewed under Annex C.)
- d) To what extent the project creates synergy/linked with the other relevant projects and interventions in the region?

Efficiency: To what extent resources/inputs (funds, time, human resources, etc.) have been turned into results and project implemented efficiently in line with the international and national norms and standards

- a) To what extent did the project's management model and arrangements (i.e. instruments; economic, human and technical resources; organizational structure; information flows; decision-making in management) was efficient in comparison to the development results attained?
- b) To what extent was the implementation of a project intervention more efficient in comparison to what could have been in the absence of such an intervention?
- c) To what extent the governance of the fund at national level and at regional level contributed to efficiency and effectiveness of the project? To what extent this structure was useful for development purposes, ownership, for working together as one? Did they enable management and delivery of outputs and results?
- d) To what extent and in what ways did the project increase or reduce efficiency in delivering outputs and attaining outcomes?
- e) What type of work methodologies, financial instruments, and business practices have the implementing partners used to increase efficiency in delivering as one?
- f) What type of (administrative, financial and managerial) obstacles did the project face and to what extent have this affected its efficiency?
- g) What was the progress of the project in financial terms, indicating amounts committed and disbursed (total amounts & as percentage of total) by GAP Administration?
- h) To what extent is the project leveraging additional resources?

Ownership in the process: Effective exercise of leadership by the country's national/local partners in development interventions

- a) To what extent did the targeted population, citizens, participants, local and national authorities made the programme their own, taking an active role in it? What modes of participation (leadership) have driven the process?
- b) To what extent and in what ways has ownership or the lack of it, impacted in the efficiency and effectiveness of the project?

Effectiveness: To what extent the objectives of the development intervention have been achieved.

- a) To what extent did the project contribute to the attainment of the development outputs and outcomes initially expected /stipulated in the project document? (detailed analysis of: 1) planned activities and outputs, 2) achievement of results). What are the key factors contributing to project success or underachievement?
 - To what extent and in what ways did the project contribute to the Sustainable Development Goals at the local and national levels?

- To what extent and in what ways did the project contribute to the goals set in the thematic window?
 - To what extent (policy, budgets, design, and implementation) and in what ways did the project contribute to improve the implementation of the principles of the Paris Declaration and Accra Agenda for Action?
 - To what extent and in what ways did the project contribute to the goals of delivering as one at country level?
- b) To what extent were project's outputs and outcomes synergistic and coherent to produce development results? What kinds of results were reached?
 - c) To what extent did the project had an impact on the targeted citizens?
 - d) Have any good practices, success stories, lessons learned or transferable examples been identified? Please describe and document them.
 - e) What types of differentiated effects are resulting from the project in accordance with the sex, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?
 - f) To what extent has the project contributed to the advancement and the progress of national and/or regional development in term of processes and outcomes (the design and implementation of National Development Plans, Public Policies, UNDCS, etc)
 - g) To what extent has the project contributed to the advancement and the progress in women's empowerment as well as mainstreaming gender equality? (to be elaborated in relation to the relevant SDGs, SDG indicators and UNDP Gender Mainstreaming strategies and guidelines)
 - h) To what extent did the project help to increase stakeholder and or engagement on development issues and policies?
 - i) To what extent this model of business initiatives was the best option to respond to development challenges in a sustainable way?
 - j) To what extent the implementing partners participating in the project had an added value to solve the development challenges of the region stated in the project document?
 - k) To what extent monitoring and evaluation used to ensure effective decision-making?
 - l) To what extent did the project have a useful and reliable M&E strategy that contributed to measure development results?
 - m) To what extend did the project have a useful and reliable Communication & Advocacy strategy?
 - n) If the project was revised, did it reflect the changes that were needed?

Sustainability: To what extent there are financial, institutional, social economic and/or environmental risks sustaining long-term project results.

- a) To what extent the project decision making bodies and implementing partners have undertaken the necessary decisions and course of actions to ensure the sustainability of the effects of the project?
At local and national level:
 - To what extent did national and/or local institutions support the project?
 - Do these institutions show technical capacity and leadership commitment to keep working with the project or to scale it up?
 - Have operating capacities been created and/or reinforced in national/local partners?
 - Do partners have sufficient technical and financial capacity to keep up the benefits produced by the project?
 - Do relevant stakeholders have or likely to achieve an adequate level of ownership of results to have the interest in ensuring that project benefits are maintained?

- b) To what extent will the project be replicable or scaled up at national or local levels?
- c) To what extent are the project results dependent on socio-political factors?
- d) To what extent did the project align itself with the National Development Strategies and/or the UNDCS?
- e) Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?

Impact: Are there indications that the project has contributed to, or enabled progress toward social and environmental sustainability?

All the above evaluation questions should include an assessment of the extent to which programme design, implementation and monitoring have taken the following cross cutting issues into consideration:

- Capacity development
- Institutional strengthening
- Public awareness
- Innovation or added value to national development
- Environmental sustainability
- Gender equality
- Human rights

4. Methodological Approach

This final evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TOR and the availability of resources and the priorities of stakeholders. In all cases, Consultant is expected to analyse all relevant information sources, such as reports, programme documents, internal review reports, programme files, strategic country development documents, and any other documents that may provide evidence on which to form judgements included in Annex C of this Terms of Reference. Consultant is also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tool as a means to collect relevant data for the final evaluation. The Consultant will make sure that the voices, opinions and information of targeted citizens/participants of the project are taken into account.

The methodology and techniques to be used in the evaluation should be described in detail in the desk study report/inception report and the final evaluation report, and should contain, at minimum, information on the instruments used for data collection and analysis, whether these be documents, interviews, field visits, questionnaires or participatory techniques following high level of research ethics and impartiality.

5. Key Roles and Responsibilities in the Evaluation Process

There will be actors involved in the implementation of monitoring and evaluation:

1. **The ISG Portfolio Manager, LSED Cluster Lead** will have the following functions:
 - Lead the evaluation process throughout the 3 main phases of a final evaluation (design, implementation and dissemination)
 - Coordinate the selection and recruitment of the Consultant by making sure the lead agency undertakes the necessary procurement processes and contractual arrangements required to hire the Consultant
 - Ensure the evaluation products meet quality
 - Provide clear specific advice and support to the evaluation manager and the Consultant throughout the whole evaluation process
 - Take responsibility for disseminating with the Steering Committee
 - Safeguard the independence of the exercise, including the selection of the Consultant
2. **Project Team** will have the following functions:
 - Provide executive and coordination support to the Consultant
 - Provide the Consultant with administrative support and required data
 - Facilitating the Consultant's access to all information and documentation relevant to the intervention, as well as to key actors and informants who should participate in interviews, focus groups or other information-gathering methods
 - Connect the Consultant with the key stakeholders, and ensure a fully inclusive and transparent approach to the evaluation
 - Review the reports
3. **UNDP and GAP RDA** will function as the evaluation reference group, this group is comprised with the representatives of the major stakeholders in the project will function as a **quality assurance member** of the evaluation in cooperation with the commissioner of the evaluation
 - Review and provide advice on the quality the evaluation process as well as on the evaluation products (comments and suggestions on the draft report and final report) and options for improvement.
4. **The Consultant** will conduct the evaluation study by:
 - Fulfilling the contractual arrangements in line with the TOR, UNEG norms and standards and ethical guidelines; this includes developing an evaluation matrix as part of the inception report, drafting reports, and briefing the commissioner and stakeholders on the progress and key findings and recommendations, as needed.

6. Evaluation of Deliverables

The Consultant is responsible for submitting the following deliverables to the UNDP.

Report on Methodology (to be submitted within 5 days of the submission of all programme documentation to the Consultant)

This report will be 5 to 10 pages in length and will propose the methods, sources and procedures to be used for data collection. It will also include a proposed timeline of activities and submission of deliverables. The desk study/inception report will propose initial lines of inquiry about the project. This report will be used as an initial point of agreement and understanding between the Consultant and the UNDP. The report will follow the outline stated in Annex A.

Draft Report (to be submitted within 5 days after the completion of the field visit)

The draft report will contain the same sections as the final report (described in the next paragraph) and will be 20 to 30 pages in length. This report will be shared among the evaluation reference group. It will also contain an executive report of no more than 5 pages that includes a brief description of the project, its context and current situation, the purpose of the evaluation, its methodology and its main findings, conclusions and recommendations. The final report will be shared with evaluation reference group to seek their comments and suggestions. This report will contain the same sections as the final report, described below.

Final Evaluation Report (to be submitted within 5 days after reception of the draft report with comments).

The final report will be approximately 20 to 30 pages in length. It will also contain an executive summary of no more than 5 pages that includes a brief description of the project, its context and current situation, the purpose of the evaluation, its methodology and its major findings, conclusions and recommendations. The final report will be sent to the evaluation reference group. This report will contain the sections establish in Annex B:

- **Reporting Line**
The Reports is subject to approval of the UNDP in concurrence with GAP RDA in order to realize the payments to the consultant.
- **Reporting Language**
The reporting language of the Executive Summary should be both in English and Turkish. The rest of the reports are expected to be in Turkish. In case of a need for translation, the translation cost shall be borne to UNDP.
- **Title Rights**
The title rights, copyrights and all other rights whatsoever nature in any material produced under the provisions of this ToR will be vested exclusively in UNDP.

7. Evaluation Process: Timeline

The work will be non-consecutively undertaken throughout the time-frame below;

Start Date : 4 November 2016
Completion Date : 31 December 2016

Following the establishment of the evaluation reference group; hiring of the Consultant; submission of the documents, access to reports and archives and briefing on project:

Activities of the Implementation Phase	Who	When
Delivery of report on methodology(/Inception Report)	Consultant	3 days
Providing the feedbacks to the report on methodology	ISG Portfolio Manager Cluster Lead Project Team	3 days
Finalization of the methodology based on the feedbacks received	Consultant	2 days
In field missions *	Consultant	10 days
Delivery of the draft report	Consultant	5 days
Review of the draft evaluation report and feedback	UNDP and GAP RDA	7 days
Delivery of the Final Evaluation Report	Consultant	3 days
Total Evaluation Process (days)		33 days
Evaluation Consultancy (days)		23 days

*Field mission destinations are specified as per the project sites as below.

Expected Field Missions

Partners/ Stakeholder(s) to be visited	Site to be visited	Day(s) to be spent
Gaziantep Chamber of Industry GAP Energy Efficiency Consultancy and Incubation Center Bekmez Engineering Ipekyolu Development Agency Gaziantep Greater Municipality Nizip Maruf Marufoglu Anadolu High School	Gaziantep	3
Provincial Directorate of Food, Agriculture, and Livestock	Kilis	1
GAP Agricultural Research Institute Kepirli Village GAP Renewable Energy and Energy Efficiency Center Karacadag Development Agency	Sanliurfa	2
Bismil Pellet Production and Marketing Cooperative	Diyarbakir	1
Dicle Development Agency Yayla Sultancayiri Village	Mardin	1
UNDP GUNDER (International Solar Energy Society Turkey)	Ankara	2
TOTAL		10

8. Use and Utility of the Evaluation

Final evaluations are summative exercises that are oriented to gather data and information to measure to what extent development results were attained. However, the utility of the evaluation process and the products goes far beyond what was said during the field visit by programme stakeholders or what the Consultant wrote in the evaluation report.

The momentum created by the evaluations process (meetings with government, donors, beneficiaries, civil society, etc) it's the ideal opportunity to set an agenda on the future of the programme or some of their



components (sustainability). It is also excellent platforms to communicate lessons learnt and convey key messages on good practices, share products that can be replicated or scale up in the country as well as at international level.

9. Ethical Principles and Premises of the Evaluation

The final evaluation of the project is to be carried out according to ethical principles and standards established by the United Nations Evaluation Group (UNEG).

- **Anonymity and confidentiality.** The evaluation must respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.
- **Responsibility.** The report must mention any dispute or difference of opinion that may have arisen between the Consultant and the heads of the Project in connection with the findings and/or recommendations. The team must corroborate all assertions, or disagreement with them noted.
- **Integrity.** The Consultant will be responsible for highlighting issues not specifically mentioned in the TOR, if this is needed to obtain a more complete analysis of the intervention.
- **Independence.** The Consultant should ensure his or her independence from the intervention under review, and he or she must not be associated with its management or any element thereof.
- **Incidents.** If problems arise during the fieldwork, or at any other stage of the evaluation, they must be reported immediately to the UNDP. If this is not done, the existence of such problems may in no case be used to justify the failure to obtain the results stipulated by the UNDP in these terms of reference.
- **Validation of information.** The Consultant will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the evaluation report.
- **Intellectual property.** In handling information sources, the Consultant shall respect the intellectual property rights of the institutions and communities that are under review.
- **Delivery of reports.** If delivery of the reports is delayed, or in the event that the quality of the reports delivered is clearly lower than what was agreed, the penalties stipulated in these terms of reference will be applicable.

10. Location and Duty Station(s)

Duty station of the expert will be his/her home base. If the Consultant's home base is outside of Ankara and/or sites to be visited, the costs of the transportation to Ankara and project sites and other costs such as accommodation etc. will be covered by the Consultant.

11. Terms and Payment

- **Contracting Authority**
Contracting Authority for this Assignment is UNDP, and the contract amount will be provided through the project budgets.
- **Contracting Modality**

IC – Individual Contract of UNDP.

- **Payment schedule**

Payments will be effected upon submission of the deliverables stated in Section 7 of this ToR and acceptance and approval by the commissioner. If the deliverables are not submitted as defined in the TOR, the Consultant will not be entitled to any payment even if she/he invests time in the assignment. The amount paid to the Consultant shall be gross and inclusive of all associated costs such as social security, pension and income tax etc.

The Consultant will be paid in TRY based on the number of working days invested for each deliverable.

#	Deliverable /Report	Estimated Due Dates	Estimated Number of Days to be Invested*
1	Methodology Report/Inception Report	16 November 2016	5
2	Draft Evaluation Report compiling the findings of the field level assessments	2 December 2016	15
3	Final Evaluation Report	15 December 2016	3
Estimated Total Number of Days to be Invested			23

**Number of days to be invested for each deliverable may change but the total number of days worked by the individual contractor cannot exceed 23 days for this assignment (i.e for submission of the deliverables) as defined in the ToR.*

- **Tax obligation**

The Consultant is solely responsible for all taxation or other assessments on any income derived from UNDP. UNDP will not make any withholding from payments for the purposes of income tax. UNDP is exempt from any liabilities regarding taxation and will not reimburse any such taxation to the subscriber.

12. Qualification Requirements

The expected qualifications of the expert are as follows:

	Requirements
Education	<ul style="list-style-type: none"> • University degree in economics, business administration, regional development/planning or any other social sciences related to the pro-poor economic growth • Higher degrees will be an asset

	Requirements
Experience	<ul style="list-style-type: none"> • Minimum 10 (ten) years of professional experience • 5 (five) years of previous proven experience in overall assessment of projects, programs and/or initiatives • Knowledge of project cycle management and administration as evidenced by scope of professional experience will be an asset • Strong knowledge of United Nations development agenda, the civil society and working with government authorities is an asset. • Technical knowledge on renewable energy and energy efficiency is an asset.
Language	<ul style="list-style-type: none"> • Fluency in Turkish and English

Competencies:

- Strategic thinking skills
- Strong reporting and communication skills.
- Excellent communication skills with various partners including donors
- Team work skills and experience in leading teams
- Result oriented

13. ANNEXES

Annex A. Outline of the report on methodology

0. Introduction

1. Background to the evaluation: objectives and overall approach
2. Identification of main units and dimensions for analysis and possible areas for research
3. Main substantive and financial achievements of the project
4. Methodology for the compilation and analysis of the information
5. Criteria to define the mission agenda, including “field visits”

Annex B. Outline of the draft and final reports

- i. Cover Page
 - ii. Executive Summary
 - Project Summary Table
 - Project Description (brief)
 - Summary of findings and conclusions
 - iii. Acronyms and Abbreviations
1. Introduction
 - Background, goal and methodological approach
 - Purpose of the evaluation
 - Methodologies used in the evaluation
 - Constraints and limitations on the study conducted
 2. Project description and development context
 - Project start and duration

- Problems that the project sought to address
 - Detailed description of the development intervention undertaken
 - Baseline indicators established
 - Main stakeholders
 - Expected Results
3. Findings
- Project design/formulation (indicators, risks and assumptions, lessons from other relevant projects, replication approach, linkages between project and other interventions, management arrangements)
 - Project Implementation (adaptive management, partnership arrangements, project finance, monitoring evaluation, executing agency execution)
 - Project Results (attainment of objectives, knowledge management, relevance, efficiency, ownership, mainstreaming, sustainability, catalytic role, impact)
4. Conclusions, good practices and lessons learned (prioritized, structured and clear including major achievements and strengths,)
5. Recommendations (actions to follow up or reinforce initial benefits from the project and proposal future directions underlining main objectives)
6. Annexes
- Mission Itinerary
 - List of persons interviewed
 - Summary of field visits
 - List of documents reviewed
 - Evaluation Questions Matrix

Annex C. Documents to be reviewed (upon mobilization of the assessor)

- Relevant SDG Indicators
- Summary of the M&E frameworks and common indicators
- Handbook on Planning M&E Evaluation for Development Results
- General Thematic Indicators
- M&E Strategy
- UNDP Guidelines on “Gender Mainstreaming in Practice: A Toolkit”
- UNDP Gender Equality Strategy (2014-2017)
- UNDP Social and Environmental Standards (14 July 2014)
- Country Programme Document(s)
- National Development Plan(s)
- GAP Action Plan(s)

Specific Project Documents

- Project Document: results framework and monitoring and evaluation framework
- Quarterly reports /Progress reports
- Annual reports
- Annual work plan and budget
- Steering Committee Meeting Minutes