

Individual Contract Terms of References

I. Identification of the Position

Job Title:	International Consultant for Evaluation of Outcome 5 of the Country Programme Document for Bosnia and Herzegovina 2015-2019
Project:	UNDP Country Office Bosnia and Herzegovina
Supervisor:	UNDP Deputy Resident Representative
Location:	Home Based with travel to BiH
Travel requirement:	Up to 7 days in Bosnia and Herzegovina (including 3-4 field visits within the country)
Practice Area:	Resilience and Climate Change
Application deadline:	6/3/2018
Type of Contract:	International
Duration:	June-July 2018 (20 working days)
Presence in the UNDP premises	Partial presence

II. Background and Purpose of the Consultancy:

a) Introduction

UNDP Country Office in Bosnia and Herzegovina commissions an Outcome Evaluation to assess its contribution to sustainable management of environmental and energy resources in the country, for the period January 2015 - April 2018. The subject of the proposed evaluation is Outcome 5 of the UNDP Country Programme Document for Bosnia and Herzegovina (CPD, 2015-2019)¹: “By 2019, legal and strategic frameworks are enhanced and operationalized to ensure sustainable management of natural, cultural and energy resources”.

b) Country context

Governance system

The complex constitutional structure stemming from the Dayton Peace Agreement is highly cumbersome. The country of 3.8 million people has 13 constitutions (state, two entities, one autonomous district and 10 cantons), 14 legal systems and more than 160 ministries. This governance structure has led to political deadlock, low investment and socio-economic inequalities, and high levels of corruption. Slow legislative processes resulting from political stalemate further hamper progress. Corruption continues to plague the country. The rule of law and the judicial system remain problematic, while the public administration is still in dire need for reforms.

¹ At the time these Terms of References are published, 1-year extension of the United Nations Development Programme has been initiated, which, upon approval, may affect the timeframe of the Country Programme Document.

Economy

Bosnia and Herzegovina is an upper middle-income country. The economy is weighed down by a huge public sector that consumes nearly 50% of the GDP to sustain itself and has elbowed out productive public infrastructure spending. At the same time, 2017 had a 3% positive economic growth, expected to reach 3.2% in 2018. Despite decrease compared to 2016, the unemployment rate stands high at 20.5%, particularly high among youth. The business environment is still weak, impeding faster economic growth. FDI, although record-high in 2017 (US\$950 million), may be elbowed out by the unstable political situation.

Accession to the European Union

At the 2003 Thessaloniki summit, the European Council declared that the future of the Western Balkans is within the EU. However, apart from Croatia that joined the EU in 2013, fifteen years after the Thessaloniki summit, Bosnia and Herzegovina remains on the accession road, with a potential candidate country status. In a strive to encourage Bosnia and Herzegovina to resolve its ethnic divisions and qualify for membership to the EU, in late 2005 the EU foreign ministers gave the go-ahead for talks on a Stabilization and Association Agreement (SAA) with the country. The SAA was signed in 2008, but its implementation was delayed by the country's failure to make constitutional amendments called for by the European Court of Human Rights and related to the restrictions for Roma and other minorities to run for political office. The SAA entered into force in June 2015, following the important British-German initiative of late 2014, which shifted attention from the politically-sensitive *Sejdić-Finci* conditionality and obtained unprecedented political support by all government levels on the Reform Agenda, focusing on socio-economic reforms. In 2016 Bosnia and Herzegovina submitted a formal application to join the Union and almost 2 years later in 2018 – submitted the answers to the EU Questionnaire. The implementation of the Reform Agenda is slow.

Environment protection, climate change adaptation and mitigation

The key challenge in Bosnia and Herzegovina related to environment protection and greenhouse gas (GHG) emission reduction is lack of institutional capacities to develop and implement relevant strategic and legislative frameworks which, inter alia, regulate implementation of innovative concepts of environmental protection and climate change mitigation.

In the energy management area, with 20% of its GDP spent on energy, Bosnia and Herzegovina is characterized as a country with high energy inefficiency. At the same time, it has one of the most significant energy conservation potentials in the region and could base its mid-term economic development and generation of new employment on implementation of energy efficiency measures in the residential and public sectors. Over the last several years, the country has placed efforts to improve legal and policy framework on environmental protection and energy management. These efforts were to a large extent driven by the EU accession conditionalities, including EU funding in these areas. Bosnia and Herzegovina signed the International Energy Charter (2016) and the Energy Community Treaty (2009), indicating the authorities' recognition of the need to improve energy efficiency and to ensure sustainable low carbon development. In 2017, Bosnia and Herzegovina adopted its first Energy Efficiency Action Plan (2016 – 2018).

In the process of setting the strategic framework for environment protection and climate change mitigation, in 2013 Bosnia and Herzegovina adopted the Strategy for Climate Change Adaptation and Low Emission Development Strategy. To date, the country has submitted Initial, Second and the Third National Communications and Biannual Update Reports on Greenhouse Gas Emissions to the United Nations Framework Convention for Climate Change. Additionally, it signed the Paris Agreement and thereby developed its Nationally Determined Contribution, which explicitly recognizes the potential of the public sector for GHG emission reduction. Chemicals management, particularly mercury pollution and its hazards have not yet appropriately been addressed.

The Action Plan for Flood Protection and River Management for Bosnia and Herzegovina for the period 2014-2017 was adopted after the catastrophic 2014 floods. It provided a set of measures to design new technical solutions for protection from floods and construction of new facilities, as well as building the capacities of institutions responsible for water management and flood protection. Implementation

of these measures has received strong support from the international community, with many interventions implemented through UNDP. In 2017, the country adopted the Environmental Approximation Strategy, which addresses several sub-sectors of the EU environmental acquis (water management; waste management; air quality and climate change; industrial pollution; chemicals; nature protection; and environmental noise). Other sub-sector strategies are also in place, such as the Climate Change Adaptation and Low Emission Development Strategy and the Revised Strategy and Action Plan for Biological and Landscape Diversity in Bosnia and Herzegovina 2015-2020.

The 2030 Agenda for Sustainable Development, which mainstreams energy and environment aspects across all goals, was landed in Bosnia and Herzegovina in 2016 and is currently being internalized and transposed into country frameworks and policies.²

c) UNDP's response to development challenges in the area of sustainable management of natural and energy resources, climate change adaptation and mitigation and building resilience

UNDP in Bosnia and Herzegovina is part of the wider UN family and its work is guided by the [United Nations Development Assistance Framework 2015-2019](#), as well as the Country Programme Document for Bosnia and Herzegovina for the same period. In line with the UNDP Strategic Plan and responding to country priorities, UNDP work in the areas of governance, sustainable and inclusive development, and resilience. These are operationalised through 4 outcomes (chosen directly from the UNDAF), focusing on (i) effective management of war remnants and strengthened prevention and responsiveness for man-made and natural disasters; (ii) reduction of economic, social and territorial disparities; (iii) enhance legal and strategic frameworks for sustainable management of natural, cultural and energy resources; and (iv) social inclusion and social protection.

Scope of UNDP's work in the environment and energy domain

Under the energy and environment outcome, UNDP's assistance to the country aims to contribute to sustainable growth through investments in clean and efficient technologies and services, expanded access to energy and water, and green jobs. It also helps Bosnia and Herzegovina to meet its international and EU accession obligations in the field of energy and the environment. Through a portfolio of projects and broad-base partnerships, UNDP delivers assistance to authorities across all government levels in the areas of: design and implementation of policy and regulatory frameworks; energy management (e.g. biomass utilisation and fuel switch initiatives; energy efficiency in the public sector buildings; public energy revolving funds; renewable energy infrastructure; affirmation of modern energy consumption monitoring and reporting system); environmental protection (biodiversity; sustainable use of wood; GHG emission reduction; low-carbon urban development; air quality; public environmental funds; capacitate public water management utilities), disaster risk management (mainstreaming disaster risks into policies and strategies; disaster-smart infrastructure); climate change adaptation and mitigation (climate resilient flood management and economic activities; prepare the Fourth National Communication and Third Biennial Update Report under the United Nations Framework Convention on Climate Change; support for the implementation of the Minamata Convention).

Partnerships

The main UNDP partners in the domain include:

- governments and numerous public institutions (ministries, agencies) at local, cantonal, entity and state levels;
- donors and the international community, including the Green Environmental Fund, the Green Climate Fund; governments of Sweden, Czech Republic, Italy; USAID, GIZ, the EU; other UN agencies, such as UNEP and UNESCO;

² Environmental Performance Review for Bosnia and Herzegovina, United Nations Third Review, 2017.

- international financing institutions and banks, which have a growing role in UNDP’s work in this domain;
- private sector, especially small and mid-size enterprises;
- non-governmental organisations and thematic associations;
- academia and media.

Financial volume of the programme in the energy and environment domain

Since 2015, the volume of financial resources delivered through interventions in the energy and environment domain by UNDP amount to USD 17,530,000 (against the planned USD 17 million for this outcome by 2019 within the Country Programme). As of March 2018, the total resource mobilisation spearheaded by UNDP in this domain amounts to nearly USD 34, 8 million.

d) Purpose

The purpose of this Outcome Evaluation is to capture and demonstrate evaluative evidence of UNDP contributions towards energy and environmental sustainability in Bosnia and Herzegovina, as stated under the Outcome 5 of the UNDP Country Programme Document (2015-20219).

In that light, the Evaluation is expected to provide an independent and substantiated review of the achievements; capture underperformance; review coherence and inter-connectivity among initiatives within the portfolio; assess partnership strategy; capture feedback from beneficiaries of assistance provided by UNDP, in light of development results; last but not least – recommend improvements that may be undertaken to ensure quality outcome, as well as a strategic pathway for the domain for the period beyond this programme cycle.

At this particular time, UNDP is keen to look at its outcome-level achievements and receive an independent review on how effective and efficient it is in delivering result-based development assistance in the energy and environment domain. The findings of the evaluation will not only inform the follow-up design of the Country Programme Document but will also serve as input to the wider UNDAF final evaluation in 2019. Another purpose of this evaluation is to provide inputs to the Country Programme Document Final Evaluation to be carried out by the UNDP Evaluation Office in September 2018.

e) Objective

The overall objective of the evaluation is to measure UNDP’s contribution to achieving Outcome 5 of the UNDP Country Programme Document for Bosnia and Herzegovina, namely “By 2019, legal and strategic frameworks are enhanced and operationalized to ensure sustainable management of natural, cultural and energy resources” for the period 2015-2017 and provide recommendations for programmatic course corrections.

In addition, this evaluation aims to provide a forward-looking vision: the findings and recommendations must be based on concrete evidence that will support UNDP’s strategic thinking for the new programme cycle, specifically in determining its strategic priorities in supporting Bosnia and Herzegovina in the area of sustainable development, environment and energy.

III. Duties and Responsibilities:

➤ Scope of work

The Outcome Evaluation will focus on (but may not be limited to):

- **Outcome status:** the extent to which the planned outcome and the related outputs have been, are being achieved, and likely to be achieved by end 2019 (based on the Country Programme Document Outcome 5 and its results framework).
- **Strategy:** if and which programme processes, strategic partnerships and linkages proved critical in producing the intended outcome;
- **Factors that facilitate and/or hinder the progress in achieving the outcome,** both in terms of the external environment and risks, as well as internal, including: weaknesses in programme/project design, management, human resource skills, and resources; **Added value and comparative advantage of UNDP in contributing to the outcome,** including a better understanding of similar work implemented by other partners and stakeholders and how UNDP adds its values.
- **Strategic complementarities and programmatic coherence:** assess to what extent the outcome and its interventions are inter-connected, as well as complementary to other work areas (including with other UN agencies) thus maximising development results.
- **Innovation:** assess the extent to which UNDP applies innovation in its work related to the outcome and substantiate this aspect with concrete examples/case studies.
- **Lessons learnt:** Identify lessons learnt and recommendations as the critical aspect of the Outcome Evaluation, that will be used for eventual course corrections in the current implementation or to inform design of a better implementation strategy for the next UNDP programmatic cycle.

Main evaluation criteria and evaluation questions

The Outcome Evaluation will answer the following questions, so as to determine the relevance, effectiveness, efficiency, impact and sustainability of UNDP interventions conducted towards achieving the Country Programme Document Outcome 5, including lessons learned and forward-looking recommendations. These are summarised below.

Relevance

- To what extent the Outcome 5 and its outputs address country development priorities?
- Have UNDP interventions within this Outcome been relevant to the socially excluded populations and gender-sensitive?
- What are potential area of engagement for UNDP's next Country Programme in relation to the energy and environment domain?

Effectiveness

- To what extent has the Outcome been achieved or has progress been made towards its achievement?
- What has been UNDP contribution to the Outcome? How have corresponding outputs and projects delivered by UNDP influenced the outcome? Are there any inefficiencies in achieving the outputs and the outcome?
- What is the added value and comparative advantage of UNDP in contributing to the outcome?
- If and which programme processes, strategic partnerships and linkages proved critical in producing the intended outcome?
- Has UNDP's partnership strategy been appropriate and effective in contributing to the outcome?
- What were the positive or negative, intended or unintended, changes brought about by UNDP's work?

- What are the challenges to achieving the outcome?
- Is innovation featuring within the work related to the outcome?
- To what extent have the poor, women and other disadvantaged and marginalized groups benefited from UNDP interventions?

Efficiency

- To what extent have the programme outputs resulted from the cost-efficient use of resources?
- Has there been any duplication of efforts among UNDP's own interventions (especially those contributing to this outcomes) and interventions delivered by other organizations or entities in contributing to the outcome?
- Are there any weaknesses in programme/project design, management, human resource skills, and resources?

Sustainability

- How strong is the level of ownership of the outcome results by the relevant government entities and other stakeholders?
- Is sustainability an overarching consideration across interventions within the outcome?
- Are there concrete sustainability approaches that may be considered as exemplary in their design and implementation?
- What could be done to strengthen sustainability?

The evaluation need to assess the degree to which UNDP initiatives have supported or promoted gender equality, a rights-based approach, and human development. In this regard, United Nations Evaluation Group's [guidance on Integrating Human Rights and Gender Equality in Evaluation](#) should be consulted.

1. EVALUATION METHODOLOGY

Based on the [UNDP Handbook on Planning, Monitoring and Evaluating for Development Results](#), the [Outcome-Level Evaluation: A companion guide to the handbook on planning monitoring and evaluating for development results for programme units and evaluators](#), and in consultations with UNDP Country Office, the outcome evaluation will be participatory, involving relevant stakeholders.

Data collection tools may include (not limited to):

- desk review: the Consultant will conduct a detailed review of all documents relevant to the Outcome 5 subject to evaluation under these ToR (an indicative list of documents is provided in *Annex 2*);
- key informant interviews: government representatives, non-governmental organisations, private sector representatives, other UN agencies, donors, etc. UNDP will share with the selected Consultant the list of partners that may be considered for meeting in the process.
- focus group discussions: 3 – 4 field missions to meet partners and beneficiaries and see results;
- other methodologies, as appropriate, such as case studies, statistical analysis, social network analysis, etc.

The expected duration of the assignment is **20 working days** (up to 7 days in Bosnia and Herzegovina, including field trips) in June 2018.

2. EVALUATION DELIVERABLES

Following the fine-tuning and final approval of the outcome evaluation methodology, the Consultant will be responsible for delivering the following products:

- **Inception Report** showing how each evaluation question will be answered by proposing methods, sources of data and data collection procedures. The Inception report should elaborate an evaluation matrix for the CPD Outcome 5 and propose schedule of tasks, activities and evaluation deliverables. The Inception report should follow the structure proposed in the UNDP Outcome-Level Evaluation: A Companion Guide, p. 31.
- **Draft Evaluation Report:** Upon the approval of the Inception report and Evaluation work plan by the UNDP, the consultant is expected to carry out the evaluation. UNDP will provide support to the Consultant in organization of meetings and interviews, as necessary, as well as will make all logistical, translation and transportation arrangements. The Draft Evaluation Report (based on the structure outlined below) will be submitted to the UNDP team for initial review.
- **Evaluation debriefing meeting** with UNDP and key stakeholders where main findings will be presented.
- **Final Evaluation Report:** the minimum structure of the Outcome Evaluation Report (to be written in English language) is the following:(i) Executive summary; (ii) Introduction; (iii) Methodological approach; (iv) Development challenge and UNDP response; (v) Contribution to results: Evaluation findings against the main evaluation criteria; (vi) Lessons learned; (vii) Main conclusions and forward-looking recommendations; (viii) Annexes.

3. IMPLEMENTATION ARRANGEMENTS AND REPORTING RELATIONSHIPS

The Consultant will report to the Deputy Resident Representative (DRR) and the Energy and Environment Sector Leader in UNDP Bosnia and Herzegovina. A UNDP Evaluation Focal Point will be assigned to oversee and support the overall evaluation process. In addition, an evaluation reference group will be formed to provide critical and objective inputs throughout the evaluation process to strengthen the quality of the evaluation. The CO Senior Management will take responsibility for the approval of the final evaluation report.

4. TIME-TABLE FOR THE EVALUATION PROCESS

➤ Deliverables/outputs

#	Deliverables / outputs	# of days per task	Due date	Percentage
1	Inception report	4	Mid-June, 2018	20.00
2	Draft Evaluation Report	10	End of June, 2018	50.00
3	Evaluation Debriefing meeting	1	End of June, 2018	5.00
4	Final Evaluation report	5	Early July, 2018	25.00

IV. Competencies

Core values

- Demonstrates integrity and fairness by modelling UN values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Core competencies

- Demonstrates professional competence to meet responsibilities and post requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Results-Orientation: Plans and produces quality results to meet established goals, generates innovative, practical solutions to challenging situations;

- Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences;
- Team work: Ability to interact, establish and maintain effective working relations with a culturally diverse team;
- Client orientation: Ability to establish and maintain productive partnerships with national partners and stakeholders and pro-activeness in identifying of beneficiaries and partners' needs, and matching them to appropriate solutions.

V. Required Qualifications

- Academic Qualifications/Education
Advanced university degree in environmental sciences, economics, public administration, regional development/planning, or other sciences related to environment and sustainable development;
- Experience
 - At least 10 years of experience in conducting complex evaluations, especially in the Environment and Sustainable Development practice area, with proven accomplishments in undertaking evaluation for international organizations, preferably with UNDP.
 - Sound knowledge of results-based management systems, and gender-sensitive monitoring and evaluation methodologies;
 - Extensive knowledge of qualitative and quantitative evaluation methods;
 - General understanding and knowledge of the political and administrative context in Bosnia and Herzegovina is considered an asset;
 - Proven analytical skills and ability to conceptualize and write concisely and clearly;
 - Proven communication skills, and ability to interact with multiple actors including government representatives, donors and other stakeholders.
- Languages Requirements
 - Fluency in English Language
- Other
 - Excellent computer skills (MS Office applications) and ability to use information technologies as a tool and resource.

Annex 1. Country Programme Document for Bosnia and Herzegovina 2015-2019, Outcome 5, its output, as well as projects contributing to its achievement

Outcome	Contributing CPD Outputs	Contributing UNDP Programmes/Projects
<p>By 2019, legal and strategic frameworks are enhanced and operationalized to ensure sustainable management of natural, cultural and energy resources</p> <p><i>Indicator: Increase in percentage of budgetary allocations directed to environmental protection, energy efficiency and renewable energy sources (climate change).</i> Baseline: 0 (2014). Target: 10% (year-over-year/gradual increase by 2019).</p> <p><i>Indicator: Number of adopted or adjusted legal and strategic documents that are harmonized at state and/or entity levels.</i> Baseline: 0 (2013). Target: 12 (2019).</p> <p><i>Indicator: Total annual emissions of carbon dioxide (in millions of metric tons).</i> Baseline: 28.6 (2014). Target: 31.46 (2019).</p>	<p>Output 1. Harmonized policies and legal frameworks enforced in accordance with international obligations.</p> <p><i>Indicator 1a: Number of strategies, policies and budgets implemented to achieve low-emission and climate-resilient development objectives.</i> Baseline: 0 (2014). Target: 5 (2019).</p> <p>Output 2. Subnational actors implement climate change adaptation (CCA) and mitigation measures, sustainable energy access solutions, and manage natural resources sustainably.</p> <p><i>Indicator 2a: Number of activities implemented based on climate change planning and/or CCA to floods and low-emission development strategy.</i> Baseline: 0 (2014). Target: 10 (2019).</p> <p><i>Indicator 2b: Number of new development partnerships with funding for sustainable energy solutions.</i> Baseline: 3 (2014). Target: 6 (2019).</p> <p><i>Indicator 2c: Number of integrated water and natural resource management activities at local level.</i> Baseline: 0 (2014). Target: 10 (2019).</p>	<ul style="list-style-type: none"> • 00046049 - Biomass Energy for Employment; 2015-2019; Supported by Government of Czech Republic. • 00048025 - Mainstreaming Green Environmental Development; 2007 – 2018; Supported through GEF, the Government of Sweden and the Government of Bosnia and Herzegovina. • 00050813 - Democratic Green Economic Development; 2008-2018; Supported by the Government of Sweden. • 00102148 - Interlinking Disaster Risk Management; Jan 2018 – Dec 2018; supported by the Government of Italy. • 00080520 - Minamata convention; 2016-2018, Supported through GEF. • 00083690 - Climate resilient flood management in Vrbas River Basin; 2015-2020; supported through GEF and the Government of Bosnia and Herzegovina.

	<p><i>Indicator 2d: Number of women benefiting from climate change or mitigation activities.</i> <i>Baseline: 0 (2014).</i> <i>Target: 200 (by 2019).</i></p>	<ul style="list-style-type: none"> • 00096684 - Low Carbon Urban Development; 2017-2022; supported through GEF.
	<p>Output 3. Energy management at subnational level enforced.</p> <p><i>Indicator 3a: Number of subnational authorities implementing energy management monitoring and evaluation.</i> <i>Baseline: 0 (2014)</i> <i>Target: 4 (2019)</i></p> <p><i>Indicator 3b: Extent of change in energy consumption in public sector buildings</i> <i>Baseline: 220 kWh/m2 annually (2014).</i> <i>Target: 180 kWh/m2 annually (2019).</i></p>	<ul style="list-style-type: none"> • 00105090 - Fourth National Communication; 2018-2022; supported by the Government of Republika Srpska. • 00105415 - Green Economic Development Phase II; 2018-2021; supported by the Government of Sweden. • 00107560 - Improvements in district heating; 2018; supported by the Government of Italy.
	<p>Output 4. 'Green' jobs generated.</p> <p><i>Indicator 4a: Level of investments in energy efficiency and renewable energy sources by authorities.</i> <i>Baseline: \$1,600,000 annually (2014).</i> <i>Target: 200% increase (2019).</i></p> <p><i>Indicator 4b: Number of full-time equivalent jobs created for women.</i> <i>Baseline: 0 (2014).</i> <i>Target: 40 (by 2019).</i></p>	<ul style="list-style-type: none"> • 00075853 - First Biennial Update Report (FBUR); 2013-2015; value USD 352,000; supported through GEF. • 00079744 - Third National Communication; 2014 – 2017; supported through GEF.

Annex 2. List of documents to be considered for the evaluation desk review

UNDP documents

- UNDP Country Programme Document for Bosnia and Herzegovina 2015-2019;
- United Nations Development Assistance Framework (UNDAF) 2015 – 2019;
- Strategy Notes for Bosnia and Herzegovina;
- Results Oriented Annual Reports;
- UNDAF annual reviews;
- UNDP Country Office and corporate Monitoring Tools;
- Scaling Up Review of the UNDP Bosnia and Herzegovina Country Programme;
- Mid-term reviews of the projects Democratic Green Economic Development and Climate resilient flood management in Vrbas River Basin;
- UNDP project documentation;

Policies and strategies

- Reform Agenda for Bosnia and Herzegovina 2015 – 2018;
- Environmental Approximation Strategy of Bosnia and Herzegovina;
- Energy Efficiency Action Plan for Bosnia and Herzegovina (2016 – 2018).

Relevant Project knowledge products, monitoring reports, studies and publications:

- Third National Communication of Bosnia and Herzegovina under the United Nations Framework Convention on Climate Change;
- Second National Communication of Bosnia and Herzegovina under the United Nations Framework Convention on Climate Change;
- Flood Risk and Hazard Mapping of Vrbas River Basin;
- Mercury Initial Assessment Report in Bosnia and Herzegovina;
- Identification of policy gaps within the energy and forestry sectors;
- Analysis of wood biomass quality in Bosnia and Herzegovina;
- Study on biomass models and current financial mechanisms for wood biomass projects;
- Study on introduction of financial mechanisms for wood biomass projects with relevant internal acts for the Funds for Environmental protection;
- Evaluation of new water tariffs within the piloting WUC - water utility companies (municipalities Teslić and Tešanj).
- Study on Human Development Benefits and Gender Mainstreaming through Energy Efficiency Effects- draft;
- Combined report for covered set of 370 public sector buildings in RS with combined set of energy, economic and savings indicators.

Annex 3. Sample Evaluation Matrix

Relevant evaluation criteria	Key Questions	Specific Sub-Questions	Data Sources	Data collection Methods / Tools	Indicators/ Success Standard	Methods for Data Analysis
-------------------------------------	----------------------	-------------------------------	---------------------	--	-------------------------------------	----------------------------------



Procurement Notice³

1. Sourcing of candidates (please complete applicable section):

Advertisement:	Yes: <input checked="" type="checkbox"/> No: <input type="checkbox"/>	If yes: Dates (7 days, 2018): Local website: Yes: <input checked="" type="checkbox"/> No: <input type="checkbox"/> Global website: Yes: <input checked="" type="checkbox"/> No: <input type="checkbox"/> Newspaper: Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/>	
Sourcing through Registry:	Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/>	Direct contracting	Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/>

2. Documents to Be Included When Submitting the Proposals

<p>Interested individual consultants must submit the following documents/information to demonstrate their qualifications:</p> <ol style="list-style-type: none"> 1. Proposal (outlining the specific design and methods for the evaluation): <ul style="list-style-type: none"> ○ Explaining why they are the most suitable for the work; ○ Provide a brief methodology on how they will approach and conduct the work; <ul style="list-style-type: none"> - the methodology should present the Consultants approach, proposed detailed methods, scope and evaluation criteria and questions; - the methodology should apply a mixed-method approach collecting both quantitative and qualitative data to validate and triangulate data; - the methodology should include the filled in evaluation matrix (Annex 3); - the methodology should explain the data collection tool/s to be used. 2. Financial proposal (in USD) 3. Personal CV including past experience in similar evaluations and at least 3 references 	
--	--

3. Financial Proposal

<ul style="list-style-type: none"> • Contracts based on daily fee <p>The financial proposal will specify the daily fee and travel expenses quoted in separate line items, and payments are made to the Individual Consultant based on the number of days worked.</p> <p>Travel: <u>All envisaged travel costs must be included in the financial proposal.</u> This includes all travel to join duty station/repatriation travel. In general, UNDP does not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.</p>
--

³ This is an integral part of the ToR and must be completed

4. Evaluation

Best value for money approach ⁴ :	Yes: <input checked="" type="checkbox"/> No: <input type="checkbox"/>	If yes, please specify percentage of technical and financial evaluations ⁵	Technical Evaluation weight-70% Financial Evaluation weight- 30%
Lowest evaluated offer ⁶ :	Yes: <input type="checkbox"/> No: <input checked="" type="checkbox"/>		

5. Technical evaluation criteria

Evaluation will be conducted through:

Interview Yes: No:

Desk review Yes: No:

Criteria	Weight	Max. Point
Ratings based on Shortlisting Criteria	30%	30
Methodology	25%	25
Phone Interview/Interview by Skype	45%	45

Long/Shortlisting Criteria

Criteria	Points
Relevant Education	max 30 points (20 points allocated for MSc/MA; + up to 10 points for PhD).
Relevant professional experience	max 60 points
Knowledge of English	max 10 points - will be assessed as 10 points for fluency and the points decrease as per the level mentioned in the CV: good - 8 points; fair/upper intermediate – 6 points; intermediate - 4 points; beginner - 2 point.

Only candidates obtaining a minimum of 60 points would be considered for the Technical Evaluation

⁴ When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and
- b) having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

⁵ The financial proposal should account for at least 30% of the total score

⁶ When using this method, the award of a contract should be made to the individual consultant whose offer has been evaluated and determined as both:

- a) responsive/compliant/acceptable, and
- b) offering the lowest price/cost