

TERMINAL EVALUATION TERMS OF REFERENCE

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the **Local Development and Promotion of LED Technologies for Advanced General Lighting in Viet Nam** (PIMS #:5193)

The essentials of the project to be evaluated are as follows:

PROJECT SUMMARY TABLE

Project Title:	Local Development and Promotion of LED Technologies for Advanced General Lighting in Viet Nam			
GEF Project ID:	5555		<i>At Endorsement (Million US\$)</i>	<i>At completion (Million US\$)</i>
UNDP Project ID:	Award ID: 00084024 Project ID: 00092227	GEF financing:	\$ 1,517,400	To be completed upon the commencement of the TE
Country:	Viet Nam	IA/EA own:	\$ 100,000	"
Region:	Country wide	Government:	\$ 440,000	"
Focal Area:	Inclusive, Equitable and Sustainable Growth	Private Sector:	\$ 6,089,394	"
FA Objectives, (OP/SP):	CCM-1: 1.1 Technologies successfully demonstrated, deployed and transferred CCM-1: 1.2 Enabling policy and mechanisms created for technology transfer systems	Total co-financing:	\$6,629,394	"
Executing Agency:	Viet Nam Academy of Science and Technology (VAST)	Total Project Cost:	\$ 8,146,794	"
Other Partners involved:	Ministries of Construction (MoC), Science and Technology (MoST), Natural Resources and Environment (MoNRE), Ministry of Industry and Trade (MoIT), Planning and Investment (MPI), Local manufacturer (Ralaco, Dien Quang)	ProDoc Signature (date project began):		June 11, 2015
		(Operational) Closing Date:	Proposed: June 30, 2019	Actual: 30, December 2019

OBJECTIVE AND SCOPE

The project was designed to mitigate GHG emissions through transformation of the lighting market towards greater usage of locally produced LED lighting products in Viet Nam. This objective was to be achieved by removing barriers to the increased production and utilization of locally produced LED lighting products in Viet Nam through implementation of the following project components.

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- Component 1: Transfer of skills, knowledge, and technology in support of local LED lamp manufacturing; and
 - Component 2: Demonstration of cost-effective local commercial production of LED lighting devices

The Project was implemented over a 4-year period and promoted and enabled the widespread utilization of LED lamps in Viet Nam. This has reduced electricity generation from fossil fuel-fired power plants, and the estimated direct GHG emission reduction attributable to the project was approximately 0.623 k tonnes CO₂eq by the end of the project. The projected direct post-project GHG emission reductions from LED lamp applications that will be influenced by the project are about 69.38 k tonnes CO₂eq. The estimated potential indirect GHG emission reductions are 5,154 k tonnes CO₂eq (cumulative for a 10-year period after the end of the Project).

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

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.

EVALUATION APPROACH AND METHOD

An overall approach and method¹ for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the [UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects](#). A set of questions covering each of these criteria have been drafted and are included with this TOR ([Annex C](#)). 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 evaluation must provide evidence-based information that is credible, reliable and useful. Interviews will be held with the following organizations and individuals at a minimum: The TE team is expected to follow a collaborative and participatory approach² ensuring close engagement with the Project Team, government counterparts including Viet Nam Academy of Science and Technology, Ministry of Industry and Trade, Ministry of Construction, the UNDP Country Office(s), UNDP-GEF Regional Technical Advisers, and other key stakeholders including Dien Quang company, Rang Dong Company, and demonstration site owners, etc. The evaluators are expected to conduct a field mission to Viet Nam including the project sites in Hanoi and Ho Chi Minh city.

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in [Annex B](#) of this Terms of Reference.

EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see [Annex A](#)), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum

¹ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

² For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.

cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in [Annex D](#).

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA& EA Execution	<i>rating</i>
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	
Environmental Status Impact Improvement			
Environmental Stress Reduction			
Progress towards stress/status change			
Overall Project Results			

PROJECT FINANCE / COFINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants								
Loans/Concessions								
• In-kind support								
• Other								
Totals								

MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in energy savings, b) verifiable reductions of GHG emission reduction, and/or c) demonstrated progress towards these impact achievements.³

CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions, recommendations and lessons**. Conclusions should build on findings and be based in evidence. Recommendations should be prioritized, specific, relevant, and targeted, with suggested implementers of the recommendations. Lessons should have wider applicability to other initiatives across the region, the area of intervention, and for the future.

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Viet Nam. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

EVALUATION TIMEFRAME, DUTY STATION AND EXPECTED PLACES OF TRAVEL

Duration and Timing: Estimated 20 working days for an international consultant and 15 working days for one national consultation during October – December 2019.

The tentative schedule is according to the following plan:

Activity	Timing (international consultant)	Timing (national consultant)	Completion Date
Reviewing documents and Preparation	5 working days	5 working days	20 October 2019
Evaluation Mission	5 working days (tentatively 4 -8 November)	5 working days	8 November 2019
Draft Evaluation Report	7 working days	3 working days	29 November 2019
Final Report	3 working days	2 working days	20 December 2019

Duty station: Home based and Hanoi with in-country travel as required. The international consultant is expected to have 5 working day mission to Hanoi, Viet Nam. In case of in-country travel (if required), local travel cost shall be covered by the project based on UNDP policy or UN-EU cost-norm.

EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

#	Deliverable	Content	Timing	Responsibilities
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³ A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROtI Handbook 2009](#)

1	TR Inception Report	TR team clarifies timing, objectives and methods of Terminal Review	No later than 2 weeks before the TE mission: (20, October 2019)	TE team submits to the UNDP CO and project team
2	Presentation	Initial Findings	End of TE mission: (8, November 2019)	TE Team presents to project team and the UNDP CO
3	Draft Final Report with Notes of all meetings with stakeholders	Full report (using guidelines on content outlined in Annex B) with annexes	Within 3 weeks of the TE mission: (29 November 2019)	Sent to the UNDP CO, reviewed by CO, project team, RTA, Project Coordinating Unit, GEF OFPs
4	Final Report*	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final TE report	Within 1 week of receiving UNDP comments on draft: (20, December 2019)	Sent to UNDP CO for uploading to UNDP ERC

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

TEAM COMPOSITION

The evaluation team will be composed of 1 international team lead and 1 national consultant. The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The team lead will be responsible for finalizing the report. The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The Team members must present the following qualifications:

For International Consultant (Team Leader)

- Master's degree in project management, energy efficiency, environmental sciences or relevant fields.
- At least ten (10) years of international experience in the areas of project development, project implementation, and project evaluation for donor-funded development projects in developing countries.
- Recent experience in leading results-based management evaluation management evaluation for international donor supported projects in climate change mitigation, energy efficiency
- y; Experience working with the GEF or GEF-evaluations; Project evaluation/review experiences within United Nations system will be an asset;
- Work experience in climate change mitigation, energy efficiency projects in developing countries in Asia is an advantage;
-
- Good interpersonal and analytical skills and ability to work under diverse/varied cultural environments;
- Demonstrated command over writing professional reports in English.

Specifically, the international expert (team leader) will perform the following tasks:

- Lead and manage the evaluation mission; Guide the national expert in collecting data and information and preparation of relevant sections in the report
- Design the detailed evaluation scope and methodology (including the methods for data collection and analysis);
- Conduct an analysis of the outcome, outputs and partnership strategy (as per the scope of the evaluation described above);
- Draft related parts of the evaluation report; and
- Finalize the entire evaluation report.

For National Consultant (Team member)

- Graduate degree in degree in project management, energy efficiency, environmental sciences or relevant fields
- At least five (5) years of experience in the areas of project development, project implementation, and project evaluation for donor-funded development projects in Viet Nam;
- Familiarity and past experience with evaluation of international donor supported projects, especially energy efficiency, climate change mitigation projects;
- Work experience in climate change mitigation for donor-supported projects is an advantage
- Experience with evaluation of GEF supported projects is an asset
- Good interpersonal and analytical skills and ability to work under diverse/varied cultural environments;
- Excellent English skills with evidence through practical experience.

Specifically, the national expert will perform the following tasks:

- Documentation of evaluation and data gathering and consultation meetings;
- Contributing to the development of evaluation plan and methodology;
- Conducting specific elements of the evaluation determined by the International Lead Consultant;
- Contributing to presentation of the evaluation findings and recommendations at the evaluation wrap-up meeting;
- Contributing to the drafting and finalization of the TE reports, notes of the meetings and other related documents prepared by the international consultant
- Performing translation for the international consultants during meetings with various stakeholders and necessary documents discussed during the international consultant’s mission.

EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'](#)

PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
60%	Following submission and approval of the 1ST draft terminal evaluation report
40%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report and all products under the contract

APPLICATION PROCESS

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. **Qualified women and members of social minorities are encouraged to apply.**

ANNEX A: PROJECT LOGICAL FRAMEWORK

Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one): 1. <u>Mainstreaming environment and energy</u> OR 2. Catalyzing environmental finance OR 3. Promote climate change adaptation OR 4. Expanding access to environmental and energy services for the poor.
Applicable GEF Strategic Objective and Program: GEF-5 CCM Strategic Program SP1: Promote the demonstration, deployment, and transfer of innovative low-carbon technologies
Applicable GEF Expected Outcomes: Technologies successfully demonstrated, deployed, and transferred; enabling policy environment and mechanisms created for technology transfer; and GHG emissions avoided
Applicable GEF Outcome Indicators: Percentage of technology demonstrations reaching its planned goals; extent to which policies and mechanisms are adopted for technology transfer; and tonnes of CO ₂ equivalent avoided

Outcomes	Indicator	Baseline	Targets	Means of Verification	Critical Assumptions
Project Objective: ⁴ Mitigation of GHG emissions through transformation of the lighting market towards greater usage of locally-produced LED lighting products in Viet Nam	<ul style="list-style-type: none"> ▪ Cumulative direct and indirect CO₂ emission reductions resulting by EOP, tons CO₂ ▪ Cumulative direct and indirect energy saving (MWh) by EOP 	<ul style="list-style-type: none"> ▪ negligible⁵ ▪ negligible⁶ 	<ul style="list-style-type: none"> ▪ 623⁷ ▪ 69,382⁸ ▪ 1,000⁹ ▪ 3,000¹⁰ 	<ul style="list-style-type: none"> ▪ Project final report as well as annual surveys of LED energy consumption ▪ Project final report as well as annual surveys of energy consumption & reductions for LED usage 	<ul style="list-style-type: none"> ▪ Economic recovery of the country will continue that would enhance the ability of most households to afford the purchase of LED lighting devices
Outcome 1: ¹¹ Development of a local LED industry that provides locally	<ul style="list-style-type: none"> • Number of LED lamp manufacturing plants that have advanced manufacturing to 	<ul style="list-style-type: none"> • 0 	<ul style="list-style-type: none"> • 2¹² 	<ul style="list-style-type: none"> • Official documentation on LED lighting policies 	<ul style="list-style-type: none"> • Continued government support for strengthening current LED legal framework

⁴ Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR

⁵ Negligible due to poor quality LEDs resulting in few if any emission reductions

⁶ Ibid 2

⁷ Direct ERs from direct investments and generated during the Project period

⁸ Post-project direct ERs (cumulative 10 yrs. after EOP) from direct investments + ERs (cumulative 10 years after EOP) from locally manufactured LED lamps installed after EOP that received TA during Project period in Yrs. 3 and 4

⁹ Includes direct energy savings of 705 MWh from indoor demos and 293 MWh from outdoor demos

¹⁰ Assumes a replication factor of 3 to be realized during the Project duration

¹¹ All outcomes monitored annually in the APR/PIR.

¹² VN Schreder is not included in the targets.

Outcomes	Indicator	Baseline	Targets	Means of Verification	Critical Assumptions
produced quality LED lamps that are increasingly in demand by local consumers	<p>produce LED lamps that meet new VN standards for LED lamps by EOP</p> <ul style="list-style-type: none"> Number of retailers that sell locally labeled LED lighting products by EOP Number of LED lighting products that are standardized by Year 3 and EOP Number of new LED lighting products that are labeled by Year 3 	<ul style="list-style-type: none"> 0 0 0 	<ul style="list-style-type: none"> 200 6¹³ 4 	<ul style="list-style-type: none"> Official study that overviews the current LED manufacturing operations and required actions to improve LED production with new LED manufacturing technology Official monitoring and evaluation document on new LED manufacturing facilities Data from LED manufacturers on sales of LEDs to retailing outlets Training assessments and feedback from participants 	<p>as well as regulations, standards and codes</p> <ul style="list-style-type: none"> Sustained efforts by Government to enforce new standards that would result in the reduced availability of imported sub-standard and less costly LEDs in Viet Nam
Outcome 2: Increased use and deployment of locally-produced high-quality LED lighting technologies.	<ul style="list-style-type: none"> % rural and urban households and commercial establishments that have purchased locally produced LED lamps by EOP Annual number of sold LED lamps that are locally produced and certified LED lights in Viet Nam by EOP for the local lighting market % of market share of locally produced LED lamps in the Vietnamese lighting market by EOP 	<ul style="list-style-type: none"> <1 1.3 million¹⁴ <1 	<ul style="list-style-type: none"> 10¹⁵ 15 million¹⁶ 7 	<ul style="list-style-type: none"> Demonstration project reports LED market survey reports Monitoring reports on energy consumption and energy savings 	<ul style="list-style-type: none"> Willingness of existing lighting manufacturers to embrace new LED manufacturing technologies is assured Households and commercial establishments provide information on numbers of LEDs purchased Willingness of local LED manufacturers to disclose sales LED sales information

¹³ 4 indoor lamps and 2 outdoor lamps

¹⁴ Estimated based on data from Ralaco in 2013

¹⁵ To be determined through completion of a statistical survey as a part of Output 1.1

¹⁶ This is the annual sales of LED lamps in Year 4. See Annex IV for annual targets for the duration of the Project

ANNEX B: LIST OF DOCUMENTS TO BE REVIEWED BY THE EVALUATORS

1. Project Identification Form
2. UNDP Project Document
3. Project Inception Report
4. All Project Implementation Reports (PIR's)
5. Quarterly progress reports and work plans of the various implementation task teams
6. Audit reports
7. Finalized GEF focal area Tracking Tools at CEO endorsement and midterm (*climate change mitigation*)
8. Oversight mission reports, Minutes of the Project Board Meetings and other meetings
9. All monitoring reports prepared by the project
10. Financial and Administration guidelines used by Project Team
11. Technical reports of key activities/results by the project

The following documents will also be available:

12. Project operational guidelines, manuals and systems
13. UNDP country/countries programme document(s)
14. Project site location maps
15. Guidance for conducting mid-term reviews of UNDP-supported, GEF-financed projects
16. [UNDP Evaluation Policy](#)
17. UNEG Norms and Standards for Evaluation
18. UNEG Code of Conduct for Evaluation in the UN System
19. UNEG Ethical Guidelines for Evaluation
20. UNDP Viet Nam Policy on Gender-Responsive Evaluation

ANNEX C: EVALUATION QUESTIONS

This is a generic list, to be further detailed with more specific questions by the evaluation team, CO and UNDP GEF Technical Adviser during the inception phase of the TE.

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
•	•	•	•
•	•	•	•
•	•	•	•
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
•	•	•	•
•	•	•	•
•	•	•	•
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?			
•	•	•	•
•	•	•	•
•	•	•	•
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
•	•	•	•
•	•	•	•
•	•	•	•
Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
•	•	•	•
•	•	•	•

ANNEX D: RATING SCALES

<p>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</p> <p>6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems</p>	<p>Sustainability ratings:</p> <p>4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks</p>	<p>Relevance ratings</p> <p>2. Relevant (R) 1.. Not relevant (NR)</p> <p>Impact Ratings:</p> <p>3. Significant (S) 2. Minimal (M) 1. Negligible (N)</p>
<p>Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A)</p>		

ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form¹⁷

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at _____ (*place*) on _____ (*date*)

Signature: _____

¹⁷www.unevaluation.org/unegcodeofconduct

ANNEX F: EVALUATION REPORT OUTLINE¹⁸

- i. Opening page:
 - Title of UNDP supported GEF financed project
 - UNDP and GEF project ID#s.
 - Evaluation time frame and date of evaluation report
 - Region and countries included in the project
 - GEF Operational Program/Strategic Program
 - Implementing Partner and other project partners
 - Evaluation team members
 - Acknowledgements
- ii. Executive Summary
 - Project Summary Table
 - Project Description (brief)
 - Evaluation Rating Table
 - Summary of conclusions, recommendations and lessons
- iii. Acronyms and Abbreviations
(See: UNDP Editorial Manual¹⁹)
1. Introduction
 - Purpose of the evaluation
 - Scope & Methodology
 - Structure of the evaluation report
2. Project description and development context
 - Project start and duration
 - Problems that the project sought to address
 - Immediate and development objectives of the project
 - Baseline Indicators established
 - Main stakeholders
 - Expected Results
3. Findings
(In addition to a descriptive assessment, all criteria marked with (*) must be rated²⁰)
- 3.1 Project Design / Formulation
 - Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g., same focal area) incorporated into project design
 - Planned stakeholder participation
 - Replication approach
 - UNDP comparative advantage
 - Linkages between project and other interventions within the sector
 - Management arrangements
- 3.2 Project Implementation
 - Adaptive management (changes to the project design and project outputs during implementation)
 - Partnership arrangements (with relevant stakeholders involved in the country/region)
 - Feedback from M&E activities used for adaptive management
 - Project Finance:
 - Monitoring and evaluation: design at entry and implementation (*)
 - UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues

¹⁸The Report length should not exceed 40 pages in total (not including annexes).

¹⁹ UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

²⁰ Using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory, see section 3.5, page 37 for ratings explanations.

3.3

Project Results

- Overall results (attainment of objectives) (*)
- Relevance(*)
- Effectiveness & Efficiency (*)
- Country ownership
- Mainstreaming
- Sustainability (*)
- Impact

4.

Conclusions, Recommendations & Lessons

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives
- Best and worst practices in addressing issues relating to relevance, performance and success

5.

Annexes

- ToR
 - Itinerary
 - List of persons interviewed
 - Summary of field visits
 - List of documents reviewed
 - Evaluation Question Matrix
 - Questionnaire used and summary of results
 - Evaluation Consultant Agreement Form
 - *Annexed in a separate file:* TE Audit Trail
 - *Annexed in a separate file:* Terminal GEF Tracking Tool (if applicable)
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ANNEX G: EVALUATION REPORT CLEARANCE FORM

(to be completed by CO and UNDP GEF Technical Adviser based in the region and included in the final document)

Evaluation Report Reviewed and Cleared by

UNDP Country Office

Name: _____

Signature: _____ Date: _____

UNDP GEF RTA

Name: _____

Signature: _____ Date: _____

ANNEX H: TE REPORT AUDIT TRAIL

The following is a template for the evaluator to show how the received comments on the draft TE report have (or have not) been incorporated into the final TE report. This audit trail should be included as an annex in the final TE report.

To the comments received on _____ (date) from the Terminal Evaluation of the Local Development and Promotion of LED Technologies for Advanced General Lighting in Viet Nam (UNDP PIMS #:5193)

The following comments were provided in track changes to the draft Terminal Evaluation report; they are referenced by institution ("Author" column) and by comment number ("#" column):

Author	#	Para No./ comment location	Comment/Feedback on the draft TE report	Evaluator response and actions taken

EVALUATION CRITERIA WITH ASSIGNED SCORES

International Consultant

Consultant(s)' experiences/qualification related to the services		
1	Master's degree in project management, energy efficiency, environmental sciences or relevant fields	150
2	At least ten (10) years of international experience in the areas of project development, project implementation, and project evaluation for donor-funded development projects in developing countries	200
3	Recent experience leading results-based management evaluation of international donor supported project in climate change mitigation, energy efficiency	300
4	Experience working with the GEF or GEF-evaluations; Project evaluation/review experiences within United Nations system will be an asset	150
5	Work experience in climate change mitigation, energy efficiency projects in developing countries in Asia is an advantage	100
6	Demonstrated command over writing professional reports in English.	100
Total		1000

National Consultant

Consultant(s)' experiences/qualification related to the services		
1	Graduate degree in degree in project management, energy efficiency, environmental sciences or relevant fields	150
2	At least five (5) years of experience in the areas of project development, project implementation, and project evaluation for donor-funded development projects in Viet Nam	200
3	Familiarity and past experience with evaluation of donor supported project, especially energy efficiency, climate change mitigation projects.	200
4	Work experience in climate change mitigation for donor-supported projects is an advantage.	150
5	Experience with evaluation of GEF supported project is an asset	100
6	Excellent English skills with evidence through practical experience.	200
Total		1000