

## TERMS OF REFERENCE

<b>Reference Number:</b>	IRQ10-IC075/19
<b>Title of Consultancy:</b>	Procurement of Individual Contractor: International Expert as Terminal Evaluation of the “Catalysing the Use of Solar Photovoltaic Energy” Project
<b>Project:</b>	Environment, Energy and Climate Change
<b>Consultancy Level:</b>	Specialist Level
<b>Duty Station:</b>	Home Based with travel to Baghdad
<b>Period of assignment/services:</b>	30 Working Days over a period of 6 months.
<b>Estimated Starting Date:</b>	30 December 2019

### 1. Background:

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP supported GEF funded 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 “Catalysing the Use of Solar Photovoltaic Energy” full size project..

The project was designed to reduce greenhouse gas emissions in Iraq by demonstrating and catalysing the application of solar power to meet the energy needs of offices, small businesses, residences and town services through small-scale distributed solar PV installations and utility-scale plants, on- and off-grid. The three key expected outcome results are:

- i. Outcome 1: Investment in solar photovoltaic power technologies for on-grid and off-grid connection.
- ii. Outcome 2: Encouragement of investments in solar power technology in Iraq and consumer uptake of solar appliances through policy reform and financial incentives.
- iii. Outcome 3: Facilitation of private-sector capacity for technology development innovation and servicing in the solar industry through capacity building and domestic market analysis electricity generation for office, residential, small business and town application.

The Terminal Evaluation (TE) will cover the entire programme and 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. 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.

### 2. Evaluation Approach And Method:

An overall approach and method<sup>1</sup> 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 (*fill in [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.

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

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Iraq, including the following project sites:

1. R&D Station at the Ministry of Science and Technology (MoST), Jadyria, Baghdad, Iraq.
2. Al-Mansour Factory, Baghdad, Iraq.
3. Baytti site, Najaf, Iraq
4. The Prime Minister Advisory Commission (PMAC), Baghdad.

Interviews will be held with the following organizations during the mission or virtually, Individuals (at a minimum) will be identified on a later stage.

1. The Prime Minister Advisory Commission (PMAC).
2. Minister of Health and Environment (MoHEN).
3. Ministry of Electricity
4. Ministry of Higher Education and Scientific Research (Science and Technology)
5. Ministry of Industry and Minerals
6. Residents of Baytti Site, Najaf
7. College of Engineering, Baghdad University
8. Altraib Company (private sector engaged in trading and installation of PV solar equipment, Baghdad).
9. Baghdad Renewable Energy and Sustainability Center (BRESC)
10. Regional Technical Advisor (RTA) Office
11. The Regional Centre for Renewable Energy and energy Efficiency (RCREEE)
12. Project team

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.

### **3. Evaluation Criteria & Ratings:**

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

### **4. Objective of the Assignment:**

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 contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?

### **5. Conclusions, recommendations & lessons**

The evaluation report must include a chapter providing a set of **conclusions, recommendations and lessons learned**.



## 6. Implementation arrangements:

The project team will be responsible for liaising with the Evaluator to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

## 7. Evaluation timeframe:

The total duration of the evaluation will be 30 days according to the following plan:

Activity	Timing	Completion Date
Preparation	3 days	1 <sup>ST</sup> -2 <sup>ND</sup> week of January 2020
Evaluation Mission	5 days	Early Feb 2020
Draft Evaluation Report	10 days	Late February 2020
Final Report	2 days	Early-Mid March 2020
Strategic Advisory Support	10 Days	Jan – June 2020

## 8. Deliverables and output:

The evaluator is expected to deliver the following:

Deliverable and Content	Timing	Responsibilities	*Payment percentage
<b>1. Inception Report:</b> Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission.	Evaluator submits to UNDP CO	66.66%
<b>2. Presentation:</b> Initial Findings	End of evaluation mission	To project management, UNDP CO	
<b>3. Draft Final Report:</b> Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OFPs	
<b>4. Final Report**:</b> Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO for uploading to UNDP ERC.	
<b>5. Strategic Advisory Support:</b> <ul style="list-style-type: none"><li>Assisting in the design and development of project, programs and initiatives under the Environment and Climate Change Portfolio.</li><li>Providing strategic inputs/ guidance on new and existing signature programs under following programming areas:<ul style="list-style-type: none"><li>Sustainable management of ecosystem goods and services;</li><li>Scaling up of climate change adaptation and mitigation;</li><li>Sustainable, affordable and accessible energy services;</li><li>Sustainable management of chemicals and waste;</li><li>Improved water governance;</li><li>Improved Solid Waste Management'</li><li>Advise the Country Office on new policy options, innovative approaches and entry points to support the implementation of the new private sector strategy and the Global Policy Network (GPN) and leverage visibility and impact;</li></ul></li></ul>	Within 6 Months	To project management, UNDP CO	33.34%

<ul style="list-style-type: none"> <li>• Provide support for the development of partnerships with the private sector</li> <li>• Provide advisory support to Country Office on the use and application of 'innovative financial instruments' and innovative programming modalities with the private sector (compliant with UNDP's Programme and Project Management policies);</li> <li>• Assist in the implementation and oversight of activities under GEF, GCF, AF and other similar programs as needed.</li> </ul>			
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\*Payment is made upon successful completion and satisfactory acceptance of the requested deliverables.

\*\*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.

## 9. Institutional Arrangements

### a) Office Facility:

- UNDP will provide an appropriate office inside the International Zone in Baghdad only.
- Consultant is expected to come well-equipped with his/her own technological solutions (i.e. roaming mobile, personal email address, laptop).

### b) Office Supplies and Printing Facilities: UNDP will provide office supplies or printing facilities during this assignment only inside the UNDP facilities.

### c) Communication Facilities: UNDP will not provide access to internet during this assignment and missions, except when the consultant is presented inside the UNDP office premises.

### d) UNDP Project Manager will directly supervise the work of the Service Provider/Contractor to whom the Service Provider will be directly responsible to reporting to, seeking approval from, and obtaining certificate of acceptance of output.

### e) The consultant will be expected to liaise/interact/collaborate/meet with all relevant government institutions, relevant authorities, local branches of Association, Governorate councils, academic institutions, and civil society organizations (as determined by UNDP).

### f) UNDP Project Manager will supervise, evaluate and manage the work of the service provider and make any necessary contractual decisions, while other authorities and entities identified above will only have a consultative role.

### g) All reports/ documents provided to UNDP Iraq will be in English, to facilitate review and feedback by UNDP Iraq.

## 10. Timeframe and estimated workday duration

- The consultancy is for 30 working days (5 WD in Baghdad and 25 WD at Home Base) over a period of 6 months with an aimed commencement date of 30 Dec 2019.
- The Consultant shall be paid per the deliverables set above and per the set payment percentage, assuming the UN-standard of 8 hours per day, based on work plan/agreed deliverables and satisfactory performance.

## 11. Payment Method

- Payment shall be processed according to the satisfactory completion of the deliverables outlined in the section 8 Deliverables and output.
- Payment requests submitted by the Consultant must be certified by the supervisor(s)
- Payments are to be made within 30 days from receipt of invoice.

- For each payment, a certification of payment needs to be signed and approved by the direct supervisor attached explaining the accomplishment of the tasks.

## 12. Reporting

The consultant will directly report to the Head of the EECC Portfolio and provide regular implementation reports, as required.

## 13. Key performance indicators during implementation of services

Overall, the Consultant's performance will be evaluated based on the following key criteria:

- **Planning and organizing skill:** Identifies priority activities and assignments; allocates appropriate amount of time and resources for completing work; foresees risks and allows for contingencies when planning; monitors and adjusts plans and actions as necessary; uses time efficiently.
- **Communication skill:** Speaks and writes clearly and effectively; listens to others, correctly interprets messages from others and responds appropriately; asks questions to clarify, and exhibits interest in having two-way communication; tailors language, tone, style & format to match the audience; demonstrates openness in sharing information and keeping people informed.
- **Client orientation skill:** Considers all those to whom services are provided to be "clients" and seeks to see things from clients' point of view; establishes and maintains productive partnerships with clients by gaining their trust and respect; meets time line for delivery of products or services to client.
- **Quality of deliveries:** Professional skill required for delivering outputs will be assessed.
- Satisfactory and timely completion of tasks and submission of the deliverables within the provision of above explained deliverables and outputs.

Upon signing of the contract, the consultant will prepared a clear work plan - with activities, outputs/deliverables to be agreed with the supervisor.

## 14. Competencies:

### Corporate Competencies:

- Demonstrates commitment to the UN's values and ethical standards;
- Promotes the mission, vision and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly and with impartiality.

### Functional Competencies:

- Consistently approaches work with energy and a positive, constructive attitude;
- Ability to work under pressure and to meet deadlines;
- Demonstrates excellent oral and written communication skills;
- Demonstrates openness to change and ability to manage complexities;
- Self-reliant and able to work as a part of a multi-cultural team in a stressful environment.

### Professionalism:

- Shows pride in work and in achievements; is conscientious and efficient in meeting commitments; observing deadlines and achieving results; is motivated by professional rather than personal concerns; Shows persistence when faced with difficult problems or challenges; Remains calm in stressful situations.

### Communication:

- Speaks and writes clearly and effectively; Listens to others, correctly interprets messages from others and responds appropriately; Asks questions to clarify, and exhibits interest in having two-way communication; Tailors language, tone, style and format to match the audience; Demonstrates openness in sharing information and keeping people informed.

**Planning and Organizing:**

- Identifies priority activities and assignments; allocates appropriate amount of time and resources for completing work; Foresees risks and allows for contingencies when planning; Monitors and adjusts plans and actions as necessary; Uses time efficiently.

**Client Orientation:**

- Considers all those to whom services are provided to be “clients” and seeks to see things from clients’ point of view; Establishes and maintains productive partnerships with clients by gaining their trust, respect; Meets time line for delivery of product or services to client.

**Teamwork:**

- Works collaboratively with colleagues to achieve organizational goals; Builds consensus for task purpose and direction with team members; Supports and acts in accordance with final group decisions, even when such decisions may not entirely reflect own position.

**Technological awareness:**

- Keeps abreast of available technology; actively seeks to apply technology to appropriate tasks; Shows willingness to learn new technology.

**15. Travel Plan**

No	Country/ City - No of Travels	Duration: Working Days (WD)	Duration: Calendar Days (CD)
1	Baghdad/Iraq	5 WD	6 Nights/ Calendar Days
2	Home Base	25 WD	N/A
Total	<b>1 Trip/ Mission</b>	30 Working Days	6 Nights/ Calendar Days for all missions

- If travel is required and authorized by UNDP, UNDP will provide/reimburse the cost of the air ticket based on the lowest fare/most direct economy class. Living Allowance will be paid according to UNDP rules and regulation.

## ANNEX A: PROJECT LOGICAL FRAMEWORK

<p><b>This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD:</b> The Government of Iraq has the institutional framework to develop and implement MDG-based, pro-poor, equitable and inclusive socio-economic and environmental policies and strategies.</p>					
<p><b>Country Programme Outcome Indicators:</b> Capacities of national and sub-national authorities and communities for effective environmental governance, natural and renewable resources management and climate change strengthened.</p>					
<p>Primary applicable Key Environment and Sustainable Development Key Result Area:</p> <ol style="list-style-type: none"> <li>1. Mainstreaming environment and energy OR</li> <li>2. Catalyzing environmental finance OR</li> <li>3. Promote climate change adaptation OR</li> <li>4. Expanding access to environmental and energy services for the poor.</li> </ol>					
<p><b>Applicable GEF Focal Area Objective:</b> GEF-5 FA Objective # 3 (CCM-3): “Promote Investment in Renewable Energy Technologies”</p>					
	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
<p><b>Project Objective<sup>2</sup></b> To reduce GHG emissions in Iraq by demonstrating and catalyzing the application of distributed solar power to meet the energy needs of offices, small businesses, residences and small town services (small-scale distributed solar PV power plants and utility scale plants, on and off-grid).</p>	<p>Amount of reduced CO<sub>2</sub> emissions by the investments facilitated by the project</p>	<p>0</p>	<p>Installations in place and operating to achieve direct reduction of 741,622 tonnes CO<sub>2</sub> over a 20-year lifetime from project start.</p> <p>Indirect: Mechanisms in place to support the further expansion of PV installations to result in indirect emissions reductions of 5.9 million tonnes CO<sub>2</sub>.</p>	<p>Project monitoring reports and final evaluation.</p> <p>As applicable, post-project market monitoring and evaluations.</p>	<p>Security risk: the volatile situation in Iraq may delay implementation.</p> <p>Political risk: while MoE has committed to these plants, MoE has for years been struggling and continues to struggle with chronic shortages which strain its human and material resources.</p>
<p><b>Outcome 1<sup>3</sup></b> Investment in solar photovoltaic power technologies for distributed electricity</p>	<p>Volume of investments mobilized</p>	<p>0</p>	<p>Installation and operation of 5 MW of distributed, grid-connected PV at Bytti.</p> <p>Installation and operation of 16</p>	<p>Project monitoring reports and final evaluation.</p>	<p>As above.</p>

<sup>2</sup>Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR

<sup>3</sup>All outcomes monitored annually in the APR/PIR. It is highly recommended not to have more than 4 outcomes.

generation for office, residential, small business and small town application.			utility-scale PV plants.  Monitoring and recording operational data from all Bytti and the 16 plants to inform the development of future PV plants.		
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	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
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<b>Outcome 2</b> Encouragement of investments in solar power technology in Iraq and consumer uptake of solar appliances through policy reform and financial incentives.	Extent to which RE policies and regulations are adopted and enforced	There have been early-stage discussions between MoE and UNDP on net-metering. There have been no concrete steps or commitments.	Development and implementation of a grid code for distribution and transmission (for small-scale distributed generation and larger utility-scale generation).  Design and implementation of a process for IPPs to engage in standardized PPAs with the Ministry of Electricity, to acquire generation licences and to inter-connect with the grid.  Development of model contracts for power purchase agreements.  Implementation of phased fiscal incentives for PV uptake, including partial removal of import taxes on solar panels.  Design of a feed-in tariff for renewable energy IPPs with appropriate pricing calibration, geographical zoning and regression schedule, and packaged as a NAMA.	Existence of legislation on a FiT.  Existence of standardised contracts (Power Purchase Agreements) which developers can sign to guarantee purchase of power from projects.  Registration of the FiT NAMA in the UNFCCC NAMA Registry, or in bilateral agreement with a credit buyer.	The proposed legal and regulatory improvements passing swiftly through the Government approval process.
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			<p>Evaluation of net-metering options for industrial and residential applications.</p> <p>Evaluation of a range of policies for specific circumstances, such as tenders for large solar installations (suitable for Iraq's environment).</p> <p>Support to implementation of the feed-in tariff and/or net-metering scheme.</p>		
<p><b>Outcome 3</b> Facilitation of private sector capacity for technology development, innovation and servicing in the solar power industry, through technical capacity building and domestic market analysis.</p>	<p>Availability of individuals and organisations capable of supporting activity in the Iraqi solar market.</p> <p>Availability of market data to track development of solar PV in Iraq.</p>	<p>No effective capacity building exists for the industry. There are few industry players.</p> <p>No significant market data exist.</p>	<p>Solar power market demand/industry response strategy developed for Iraq, informed by case studies from other countries with developed solar power industries, domestic market analysis, and clarification of Iraqi private sector opportunities for distributed solar PV power production. Iraq private sector and Government agencies exposed to all aspects of the industry (technology development, supply, servicing, financing).</p> <p>Development and delivery of certified technical training on solar PV technologies (hybridization, supply, service) for emerging private sector companies.</p>	<p>Project reports.</p> <p>Consumer surveys.</p>	<p>Lack of interest while the market opportunity is not yet clear to participants (this risk is minimal).</p> <p>Lack of reporting by market participants making collection of data difficult.</p>

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

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1. PIF
2. UNDP Initiation Plan
3. UNDP Project Document
4. UNDP Environmental and Social Screening results
5. Project Inception Report
6. All Project Implementation Reports (PIR's)
7. Quarterly progress reports and work plans of the various implementation task teams
8. Audit reports
9. Finalized GEF focal area Tracking Tools at CEO endorsement.
10. Oversight mission reports
11. All monitoring reports prepared 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. Minutes of the "Catalysing the Use of Solar Photovoltaic Energy in Iraq" Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)
15. Project site location maps



**ANNEX C: EVALUATION QUESTIONS**

Evaluative Criteria Questions	Indicators	Sources	Methodology
<b>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?</b>			
•	•	•	•
•	•	•	•
•	•	•	•
<b>Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?</b>			
•	•	•	•
•	•	•	•
•		•	•
<b>Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?</b>			
•	•	•	•
•	•	•	•
•	•	•	•
<b>Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?</b>			
•	•	•	•
•	•	•	•
•	•	•	•
<b>Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?</b>			
•	•	•	•
•	•	•	•

## ANNEX D: RATING SCALES

<p><b>Ratings for Outcomes, Effectiveness, Efficiency, M&amp;E, I&amp;E Execution</b></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><b>Sustainability ratings:</b></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><b>Relevance ratings</b></p> <p>2. Relevant (R)          1.. Not relevant (NR)</p> <p><b>Impact Ratings:</b></p> <p>3. Significant (S)          2. Minimal (M)          1. Negligible (N)</p>
<p><i>Additional ratings where relevant:</i>          Not Applicable (N/A)          Unable to Assess (U/A)</p>		

## ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

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### 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 Form<sup>4</sup>

#### 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: \_\_\_\_\_

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<sup>4</sup>[www.unevaluation.org/unegcodeofconduct](http://www.unevaluation.org/unegcodeofconduct)

## ANNEX F: EVALUATION REPORT OUTLINE<sup>5</sup>

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- 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 Manual<sup>6</sup>)
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 rated<sup>7</sup>)
- 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
- 3.3 Project Results

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<sup>5</sup>The Report length should not exceed 40 pages in total (not including annexes).

<sup>6</sup> UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

<sup>7</sup> 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.

- 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

**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: _____