# Individual Contract

# Terms of References

## Identification of the Position

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| Job Title: | International Consultant for Final Project Evaluation |
| Project: | Green Economic Development 2nd phase |
| Supervisor: | Country Office Evaluation Manager |
| Location: | Bosnia and Herzegovina |
| Travel requirement: | No |
| Practice Area: | Recilience and Climate Change |
| Application deadline: | 10/19/2020 |
| Type of Contract: | International |
| Duration: | November - December 2020 (up to 22 expert days) |
| Presence in the UNDP premises | Choose an item. |

## Background and context

From an energy consumption perspective, Bosnia and Herzegovina is characterized as a country with very high inefficiency within the residential, non-residential/public, industry and service sector. At the same time, Bosnia and Herzegovina has one of the most significant energy conservation potentials in the region and could base its further mid-term economic development and generation of new employment on energy efficiency improvement measures in the residential and public sector. Moreover, the average energy consumption of a public building in Bosnia and Herzegovina is three times higher than the average in the countries of the European Union (EU). In accordance with the EU Eco-Management and Audit Scheme – EMAS, public buildings across the country are categorized as completely energy inefficient. In order to meet energy intensive consumption demands, a significant amount of budget funds must be allocated for energy expenditures of public buildings (educational, health, cultural, municipal and entity/state institutions etc.) representing a major proportion of the already inadequate public budget.

The energy sector in Bosnia and Herzegovina is organized according to the General Framework Agreement for Peace in Bosnia and Herzegovina, positioning the entity line ministries (of the Federation of Bosnia and Herzegovina and Republika Srpska) as the key players in the Energy Efficiency / Renewable Sources framework while giving the state-wide level, represented by the Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina a coordinating/reporting role for multilateral binding agreements. As such, the direct implementation of the Energy Efficiency / Renewable Sources related activities and EU acquis[[1]](#footnote-2) (such as achieving energy saving targets, energy monitoring, enforcements of legislations, financing mechanisms etc.) is to be carried out on the entity/cantonal levels.

Bosnia and Herzegovina adopted the National Energy Efficiency Action Plan for the period of 2016-2018, while the next Plan 2019-2021 should be adopted by the end of 2020 and National Energy and Climate Plan for the period of 2021-2030 is in drafting phase. These are the important steps towards fulfilling the requirements from the Energy Community Treaty[[2]](#footnote-3). In addition, Framework Energy Strategy of Bosnia and Herzegovina until 2035 was adopted in August 2018, creating conditions to draw IPA funds and funds from the Western Balkans Investment Framework (WBIF) for the energy sector, as well as to attract investors to the sector. Federation of Bosnia and Herzegovina has adopted updated the Renewables Action Plan in November 2018 and set tentative targets for the share of renewable energy in the total final consumption in the heating and cooling, electricity, and transportation sectors until 2020. At the end of 2018, two regulations regarding energy efficiency certification of buildings were adopted: Decree on the conditions for granting and revoking authorizations for performing energy audits and energy certification of buildings, and Decree on conducting energy audits and issuing energy certificates in the Federation of Bosnia and Herzegovina. In 2019, the Rulebook on energy efficiency information system and energy management in Federation of Bosnia and Herzegovina was adopted. Adoption of the relevant legislative and strategic frameworks in the area of energy management sets foundations for further development of energy efficiency, renewable energy, and energy management sector in the country, however there is a lot of work ahead in order to fulfil all obligations in accordance with the Energy Community Treaty.

Country context related to COVID – 19. On March 11, 2020 the [World Health Organization declared COVID-19 a global pandemic](https://www.who.int/emergencies/diseases/novel-coronavirus-2019). While the disease was slow to spread to Bosnia and Herzegovina and the Western Balkan countries at first, since February 2020 the number of confirmed cases is climbing rapidly. A state of emergency was declared in Bosnia and Herzegovina by both entity governments on 16 March 2020[[3]](#footnote-4) and at the state level – on 17 March 2020[[4]](#footnote-5).

While new cases continue to appear throughout Bosnia and Herzegovina and in steady numbers, the stabilization trendline is visible with a plateau which currently allows the health system to maintain control and sufficient response capacities. The number of active daily cases per 100,000 population is estimated at 178,8 (8th September); and the weekly number of new cases per 100,000 population at 51,50 (first week of September). Confirmed cases in Bosnia and Herzegovina, as reported on 8 September 2020, is 21,961 and deaths reported as associated with covid-19 is 669. The R-factor (or reproduction number, indicating the number of people that one infected person will pass the virus on to, on average) has dropped to 1.04 for Bosnia and Herzegovina in the past two weeks, signalling a manageable epidemiological situation.

COVID situation has had a significant impact on the project implementation, particularly in the part of Energy Efficiency / Renewable Sources infrastructure measures in public buildings and public lighting systems, since infrastructural measures account for approximately 74% of the total 2020 project delivery target. Moreover, for the infrastructure works, the co-financing from local governments must be ensured in the amount from 50% to 70% of the total value of the investment which was challenging from the beginning of the COVID - 19 situation. In general, there are still present uncertainties in the budgets of the sub-national/local governments planned for infrastructure works for energy efficiency and renewable energy measures.

**About the Project**

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| --- | --- | --- |
| **Project title** | Green Economic Development 2nd phase | |
| **Atlas ID** | 00105415 | |
| **Corporate outcome and output** | UNDP Strategic Plan Outcome 1; Output 2.5.2 | |
| **Country** | Bosnia and Herzegovina | |
| **Date project document signed** | 24.01.2018. | |
| **Project dates** | **1 February 2018** | **28 February 2021** |
| Beginning | End |
| **Project budget** | **20.5 mill USD** | |
| **Project expenditure at the time of evaluation** | **9,283,901** | |
| **Funding source** | **Government of Sweden and Local Governments** | |
| **Implementing party** | **UNDP** | |

Funded by the Government of Sweden, the [**Green Economic Development 2nd phase**](https://open.undp.org/projects/00105415) (GED II) project, contrib utes to faster creation of an environment attractive for Energy Efficiency / Renewable Sources investments in the public and residential sector, generation of new employment and creation of clear energy monitoring and targets achieving mechanisms in Bosnia and Herzegovina. The project is a follow up to the Green Economic Development project (September 2007 - December 2022).

The **overall objective** of the Green Economic Development 2nd phase project is to contribute to creation of a favorable environment for investing in Energy Efficiency / Renewable Sources infrastructure measures in Bosnia and Herzegovina, thus contributing to Bosnia and Herzegovina’s EU accession process, targeting the Energy Performance Building Directive, Energy Efficiency Directive and Renewable Energy Directive. The project **specific objectives/outcomes** focus on enabling all levels of governments in Bosnia and Herzegovina to monitor, analyze and evaluate energy consumption, costs, emission, energy investments and savings data from public sector buildings, as well as to support energy efficiency and renewable energy targets (in accordance with the Energy Community Treaty and its obligations) by providing financial support to Energy Efficiency / Renewable Sources infrastructure works.

Specifically, the project outcomes are:

Outcome 1: To develop capacity and strengthen skills of Environmental Fund staff;

Outcome 2: To develop capacity and strengthen skills of energy professionals;

Outcome 3: To establish energy monitoring and reporting mechanisms in Bosnia and Herzegovina;

Outcome 4: To enable financing for Energy Efficiency / Renewable Sources infrastructure projects in Bosnia and Herzegovina;

Outcome 5: To implement cost-optimal, green jobs generating and emission reducing Energy Efficiency / Renewable Sources infrastructure projects in Bosnia and Herzegovina;

Outcome 6: To increase general public’s understanding of Energy Efficiency / Renewable Sources benefits;

Outcome 7: To provide access to energy for off grid households in Bosnia and Herzegovina.

*Detailed outline of the Project Result Framework is available in* [*Annex 1*](http://documents.undp.ba/procurement/TORAnnexes.zip)*.*

Partnerships: Project Board, consisted of representatives from the Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina and both entity Environmental Funds, is responsible for providing strategic guidance and overseeing the Green Economic Development 2nd phase project implementation. The project partners with different levels of governments in Bosnia and Herzegovina to implement specific project components. Green Economic Development 2nd phase project created partner relationships with 8 Cantonal and 35 Local Governments for the purpose of implementation of infrastructural works. Additionally, the project has a successful partnership with relevant entities ministries in the field of energy and environmental protection with whom it works closely on capacity building and development of reporting mechanisms. *Overview of key stakeholders and partners and their roles in evaluation is provided in* [*Annex 2*](http://documents.undp.ba/procurement/TORAnnexes.zip)*.*

Target groups and beneficiaries: Final beneficiaries of the Green Economic Development 2nd phase project are the users of public buildings, health, educational and cultural institutions in which the infrastructural works on improvement of energy efficiency are implemented, citizens and local communities in participating local governments with improved public lightning systems, municipal authorities with reporting mechanisms in place, and public sector buildings monitored through Energy Management Information System (EMIS). It is expected that by the end of the project, 90 municipal authorities will have the reporting mechanisms in place and that 7,000 public sector buildings will be monitored through EMIS database and trained on EMIS use, 600 stakeholders participated in the training programme for energy management, skills and knowledge development, as well as 24 households provided with renewable energy solutions in off grid areas in Bosnia and Herzegovina.

Main achievements: In two years of the project implementation, infrastructure measures on improvement of energy efficiency were implemented on 54 public buildings in 27 local governments, benefitting more than 300.000 citizens. Six local governments have improved public lightning systems, ensuring more secure surroundings for the citizens. Photovoltaic solar systems were installed in 16 returnee households. Sixteen of grid returnees’ households without electricity, living in remote areas of Bosnia and Herzegovina now have access to their own electricity for basic domestic use.

Project’s relevance and alignment: The project is aligned with the national and UNDP development frameworks and goals (United Nations Development Framework for Bosnia and Herzegovina 2015-2020 and UNDP Country Programme Document 2015 - 2020). It contributes to targets set within the Sustainable Development Goals (SDG): 7-Affordable and Clean Energy, 8-Decent Work and Economic Growth, 11-Sustainable Cities and Communities and 13-Climate Action. *Overview of relevant documentation is provided in* [*Annex 3*](http://documents.undp.ba/procurement/TORAnnexes.zip)*.*

## Evaluation purpose, objectives and scope

**a) Purpose**

The purpose of this evaluation is to provide an impartial review of the **Green Economic Development 2nd phase project** in terms of its relevance, effectiveness, efficiency, impact, sustainability, management and achievements. The information, findings, lessons learned and recommendations generated by the evaluation will be used by the Project Board, UNDP, Government of Sweden and other relevant stakeholders to strengthen the remaining project implementation and inform future programming.

**b) Objective**

The evaluation objective is to examine the overall performance of the **Green Economic Development 2nd phase project**, its results, inputs and activities, and how the outputs delivered added value to target groups and institutional beneficiaries. In a substantive analysis of the effectiveness of the project approach and feedback from beneficiaries and relevant stakeholders, the evaluation should assess cause and effect relations within the project, identifying the extent to which the observed changes can be attributed to the project. In addition, this evaluation aims to provide forward-looking recommendations to the Government of Sweden and UNDP in the field of energy management in Bosnia and Herzegovina.

**c) Scope**

The evaluation will assess the extent to which the planned project specific outcomes and outputs have been achieved since the beginning of the project and likelihood for their full achievement by the end of the project on 28 February 2021 (based on the Project Document and its results framework). The evaluation will look into the overall project performance and results, covering its empirical human development effects which emerged in the healthcare, education, safety and security, transparency and gender areas as a result of the implementation of energy efficiency measures in more than 54 public sector buildings across Bosnia and Herzegovina.

Specifically, the evaluation will look into critical project’s aspects, such as policy and legislative support in the area of energy management, development of financial mechanism and improved investment environment for green economic development and generation of employment. To the extent possible, it will also consider the relevance and influence of implemented infrastructure projects on the individuals and groups within the project’s localities.

The evaluation will look into the project’s processes, innovations, strategic partnerships and linkages in the specific country’s context, that proved critical in producing the intended outputs and the factors that facilitated and/or hindered the progress in achieving the outputs, both in terms of the external environment and risks, as well as internal, including: weaknesses in project design, management, human resource skills, and resources.

Finally, the evaluation will assess how has the project adjusted its implementation strategy and approach to respond to new circumstances imposed by the COVID-19 pandemic.

## Evaluation criteria and key questions

The **Green Economic Development 2nd phase project** evaluation is to answer the following questions, so as to determine the project’s relevance, performance, results, effectiveness, efficiency, impact and sustainability, including lessons learned and forward-looking recommendations. The evaluation questions are summarized below.

**Relevance**

* Were the project’s objectives relevant to the needs of the project beneficiaries, having in mind political, social and institutional context of the country, and what are the project’s potentials to adequately contribute to development processes in the future?
* To what extent is the project aligned with the relevant national development frameworks, and UNDP strategic objectives and Sustainable Development Goals (SDG) 7-Affordable and Clean Energy, 8-Decent Work and Economic Growth, 11-Sustainable Cities and Communities and 13-Climate Action?
* To what extent is gender equality respected and mainstreamed within the project implementation?
* To what extent does the project contribute to human rights of target groups?
* What steps has the project taken to adjust its implementation strategy and approach to new circumstances imposed by the COVID-19 pandemic?

**Effectiveness**

To what extent were the project’s activities implemented and intended results achieved? What are the main project’s accomplishments? Overview of the project progress against project indicators is to be provided in an Annex of the Evaluation Report.

To what extent have the project’s actions contributed to intended outcomes of the requisite quality and are they effective? If so, why? If not, why not?

* What are the positive or negative, intended or unintended, changes brought about by the project’s interventions? This may, inter alia, include an overview of the number of beneficiaries benefiting from the energy efficiency infrastructure projects implemented in public buildings, low emission objectives addressed, level of local governments’ co-financing and other.
* To what extent has the project contributed to strengthening partnership between relevant institutions?
* How effective are the results achieved by the projects (for local/municipality/Cantonal/Entity levels of Bosnia and Herzegovina), considering bifurcated approach to selection in Bosnia and Herzegovina?
* To what extent did the project’s actions facilitate improvement of legislation and transposition of EU Directives related to energy management?
* To what extent has the project managed to institutionalize and anchor the Methodology of data entry and reporting using the Energy Management Information System in Bosnia and Herzegovina?
* To what extent and through what mechanisms has the project managed to promote participatory decision making and transparent project-based funding of energy efficiency measures in public buildings co-finances from government budgets?
* To what extend has the project outreached marginalized groups (i.e. youth, persons with disabilities, returnees, internally displaced, minorities…) and supported gender mainstreaming and women’s empowerment?

**Efficiency**

* Have resources (financial, human, technical) been allocated strategically to achieve the project results?
* Are there any weaknesses in project design, management, human resource skills, and resources?
* To what extent the support to governments and institutions as implementing partners has shown to be an efficient implementation modality?
* To what extent have the target groups and other stakeholders taken an active role in implementing the project? What modes of participation have taken place? How efficient have partner institutions been in supporting the project implementation?
* Were the project activities implemented as scheduled and with the planned financial resources?
* Where there any duplication of efforts?

**Impact**

* What are the project effects and impact in terms of implemented energy efficiency measures, both in qualitative, as well as quantitative terms, on the overall improvement of quality of life of citizens in targeted areas?
* What are the main benefits (qualitative and quantitative) for target groups and beneficiary institutions?
* To what extent are key stakeholders/final beneficiaries satisfied with the project implementation, specifically in terms of the partnership support and what are specific expectations for the potential follow-up assistance?
* What are the overall project effects and impact in relation to the governments’ capacities to improve funding for energy management, the culture of transparency and participatory decision-making?
* To what extent has the project elevated cooperation between relevant institutions?
* How have cross-cutting issues, such as gender, disability, and reaching the most vulnerable children, been effectively taken up?
* What is the impact of COVID-19 on the project implementation and how the limitations imposed by the pandemic were lifted?

**Sustainability**

* To what extent are the project outcomes and outputs sustainable? How could project results be further sustainably projected and expanded, having in mind the potential future contribution of financing mechanism for improvement of energy efficiency?
* To what extent has the project approach (intervention strategy) managed to create ownership of the key national stakeholders?
* To what extent have the capacities of relevant government institutions been strengthened to sustain the results of the project? Which are, in this regard, challenges to overcome or potentials to be unlocked in the future?
* What would be directions to expand positive effects of the project’s concept in the area of inclusive public services, and gender equality in the future?
* At this stage of project implementation, what could be possible after-project priority interventions and general recommendations, which could further ensure sustainability and scaling up of project’s achievements?
* What would be future priority interventions to ensure long-term sustainability of the project’s achievements and contribute to further development of energy management and energy efficiency, having in mind the current COVID- 19 circumstances?

**Coherence**

* How effective was the project’s interaction with other complementary projects, specifically other initiatives funded by the Government of Sweden in order to trigger synergies maximizing development results?

**The evaluation shall further assess:**

* If the project has had any positive or negative effects on gender equality? Could gender mainstreaming have been improved in planning, implementation or follow up?
* If the project has been implemented in accordance with a human rights perspective: i.e. Have target groups been participating in project planning, implementations and follow up? Has anyone been discriminated by the project through its implementation? Has the project been implemented in a transparent fashion? Are there accountability mechanisms in the project?
* To what extent is poverty, in its different dimensions, addressed in the design, implementation and follow up of the intervention? What/which dimensions are addressed? How could the intervention be strengthened so that poverty reduction is more explicitly addressed?
* Has the media coverage Has the communication and outreach of the Project been satisfactory?

The evaluation needs to assess the degree to which the project 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.](file://C:\Users\azorlak\Desktop\The%20evaluation%20need%20to%20assess%20the%20degree%20to%20which%20UNDP%20initiatives%20have%20supported%20or%20promoted%20gender%20equality,%20a%20rights-based%20approach,%20and%20human%20development.%20In%20this%20regard,%20United%20Nations%20Evaluation%20Group’s%20guidance%20on%20Integrating%20Human%20Rights%20and%20Gender%20Equality%20in%20Evaluation%20should%20be%20consulted.)

## Methodology

Based on the [UNDP Evaluation Guidelines,](http://web.undp.org/evaluation/guideline/covid19.shtml) [UNEG Norms and Stand for Evaluations (2016)](http://www.unevaluation.org/document/detail/1914) and in consultations with UNDP Country Office, the evaluation will be participatory, involving relevant stakeholders.

The evaluation will be conducted by the Evaluation team composed of an International Evaluation Consultant (Evaluation Team Leader) and National Evaluation Consultant. The Evaluation Team Leader will lead the evaluation process and decide on planning and distribution of the evaluation workload and tasks. She/he will closely collaborate with the National Evaluation Consultant who will provide support throughout the evaluation process

In close cooperation with the National Evaluation Consultant, the Evaluation Team Leader will propose an **evaluative approaches/ methodologies to implement the evaluation effectively in the COVID – 19 pandemics circumstances, including application of safety guidance, extended desk reviews and virtual stakeholder meetings and interviews[[5]](#footnote-6)** and agree on a detailed plan for the assignment as a part of the evaluation Inception Report. The proposed methodology may employ any relevant and appropriate quantitative, qualitative or combined methods to conduct the Project Evaluation, exploring specific, gender sensitive data collecting and analytical methods and tools applicable in the concrete case. The Evaluation Team Leader is expected to creatively combine the standard and other evaluation tools and technics to ensure maximum reliability of data and validity of the evaluation findings.

Limitations to the chosen approach/methodology and methods shall be made explicit by the Evaluation team and the consequences of these limitations discussed in the tender. The Evaluation team shall to the extent possible, present mitigation measures to address them. A clear distinction is to be made between evaluation approach/methodology and methods. A gender responsive approach/methodology, methods, tools and data analysis techniques should be used.

The Evaluation Team Leader is expected to facilitate the *entire evaluation process* with careful consideration of how everything that is done will affect the use of the evaluation. It is therefore expected that the evaluators, in their application, present the methodology on i) how intended users are to participate in and contribute to the evaluation process and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

In cases where sensitive or confidential issues are to be addressed in the evaluation, evaluators should ensure an evaluation design that do not put informants and stakeholders at risk during the data collection phase or the dissemination phase.

Standard UNDP evaluation methodology would suggest the following data collecting methods:

* Desk review:The Evaluation Team Leader will conduct a detailed review of the project materials and deliverables including but not limited to the Project Document, theory of change and results framework, monitoring and project quality assurance reports, annual workplans, consolidated progress reports etc. *An extensive list of documents for desk review is provided in* [*Annex 3*](http://documents.undp.ba/procurement/TORAnnexes.zip)*.*
* Key informant interviews: Using virtual technological solutions, the Evaluation Team Leader will remotely interview representatives of main institutional partners, Swedish Governments and UNDP, other relevant stakeholders and partners. For the interviews, the Evaluation Team Leader is expected to design evaluation questions around relevance, effectiveness, efficiency and sustainability criteria, according to different stakeholders to be interviewed. *Detailed list of main stakeholders that may be considered for meetings is provided in* [*Annex 2.*](http://documents.undp.ba/procurement/TORAnnexes.zip)
* Meetings / focus group discussions with relevant stakeholders will be conducted remotely.
* Other methodologies, as appropriate, such as case studies, statistical analysis, social network analysis, etc. Skype interviews, mobile questionnaires, online surveys, collaboration platforms (slack or yammer) and satellite imagery are recommended to be used to gather data. Stakeholders that are dealing with existing emergencies should be given advance notice.
* Field visits will be additionally considered, depending on the officially noted epidemiological situation related to the COVID-19 pandemic, and with compliance to all epidemiological measures effective in the country.

As an integral part of the evaluation report and specifically under the impact criteria, the Evaluation Team Leader will review the project effects and impact on its target groups. In this context and using the online survey, the consultancy is expected to gain insights from both the partners and the beneficiaries.

**Stakeholders involvement:** During the evaluation process, the Evaluation Team Leader is expected to talk with the senior representatives of the UNDP, Government of Sweden and the project team, key partners and stakeholders. Initial briefing and evaluation debriefing to obtain the critical feedback on the evaluation report, are envisaged. To assess project performance, approach and modalities, the Evaluation Team Leader will interview the members of project board, Ministry of Foreign Trade and Economic Relations, both entity Environmental Funds. In addition, the views of representatives of Ministry of energy and environmental protection, as well as representatives of Sarajevo Canton government, and Banja Luka City will be considered to obtain critical insight and information on the project activities and results. During these meetings, it would be important to record and accumulate inputs necessary not only for the project evaluation, but also to highlight recommendations and advise on potential project follow-up phase.

The expected duration of the assignment is up to 22 work-days, in the period November/December 2020.

## Evaluation tasks / deliverables

Following the initial briefing and a detailed desk review, the Evaluation Team Leader will responsible for delivering the following products and tasks:

* **Inception Report (10-15 pages)** will be presented before the evaluation starts, 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** (*provided in* [*Annex 4*](http://documents.undp.ba/procurement/TORAnnexes.zip)) for the project and propose a schedule of tasks, activities and evaluation deliverables. The Evaluation Inception Report should follow the structure proposed in the [UNDP Evaluation Guidelines, p. 22-23.](http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf)
* **Evaluation and data collection:** Upon the approval of the Inception Report and the evaluation work plan by the UNDP, the Evaluation Team Leader is expected to carry out the project evaluation. **Data collecting methodologies presented in the Evaluation Inception Report should limit the exposure of any consultant, project team member, beneficiary or stakeholder to the pandemic,** therefore, strongly recommended is use of remote and virtual methodologies.
* **Draft Evaluation Report:** Based on the findings generated through desk review and data collection process, the Evaluation Team Leader will prepare and submit the Draft Evaluation Report to the UNDP team and key stakeholders for review. *Structure of the Report is outlined in* [*Annex 5*](http://documents.undp.ba/procurement/TORAnnexes.zip)*.*
* **Evaluation review process** (and eventual dispute settlement): Comments, questions, suggestions and requests for clarification on the evaluation draft will be submitted to the Evaluation Team Leader and addressed in the agreed timeframe. The Evaluation Team Leader should reply to the comments through the **evaluation audit trail document**[[6]](#footnote-7). If there is disagreement in findings, these should be documented through the evaluation audit trail, while effort should be made to come to an agreement.
* **Evaluation debriefings:** will be held with UNDP Bosnia and Herzegovina, Government of Sweden representatives and other key stakeholders to present main findings and recommendations in the form of a Skype briefing. In addition, short briefings on immediate findings with UNDP senior management will be considered after completion of the initial assessment.
* **Evaluation Report** (maximum 50 pages of the main body) should be logically structured (structure of the Evaluation Report is outlined in [Annex 5](http://documents.undp.ba/procurement/TORAnnexes.zip) of the Terms of Reference), contain data and evidence-based findings, conclusions, lessons and recommendations, and be presented in a way that makes the information accessible and comprehensible. Finally, based on the evaluation findings and in a distinct report section, the Evaluation Team Leader will provide **forward-looking actionable recommendations,** outlining key strategic priorities to be addressed in the potential next phase of the project.[[7]](#footnote-8)

***UNDP Evaluation Guidelines Note:*** *As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager.*

*If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/ computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the evaluation report.*

*If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm’s way and safety is the key priority.*

*A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the evaluation schedule.*

## Evaluation team composition and required competencies

The evaluation will be conducted by the Evaluation team composed of an International Evaluation Consultant/Evaluation Team Leader and National Evaluation Consultant. The Evaluation Team Leader will lead the evaluation process and decide on planning and distribution of the evaluation workload and tasks. She/he will closely collaborate with the National Consultant who will provide support throughout the evaluation process.

The Evaluation Team Leader is expected to provide an independent and substantiated review of the project achievements; capture underperformance; review coherence and inter-connectivity among initiatives within the project; assess partnership strategy; capture feedback from beneficiaries of assistance provided by the project, produce Evaluation Report in light of development results; last but not least – recommend improvements that may be undertaken to ensure quality outcome, and provide strategic forward-looking recommendations, outlining pathways for the period beyond this project phase.

**a) 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.

**b) Required qualifications for the International Evaluation Consultant**

* Academic Qualifications/Education
  + Advanced university degree in economics, finance, energy and/or buildings science, or a related discipline;
* Experience
  + At least 5 years of extensive project/programme evaluation experience, with evaluations in the area of energy efficiency and green development in the Western Balkan region and Countries with transitional economy (preferably in Bosnia and Herzegovina);
  + Sound knowledge of results-based management systems, and gender-sensitive monitoring and evaluation methodologies;
  + Knowledge of financial mechanisms for energy efficiency investments, and the EU acquis within this area;
  + Knowledge and experience in the area of environment, climate change and energy management;
  + General understanding and knowledge of the political and administrative context in Bosnia and Herzegovina is necessary;
  + Previous experience in remote evaluation is an asset;
* Languages Requirements
* Fluency in English language.
* Other
* Excellent computer skills (MS Office applications) and ability to use information technologies as a tool and resource.

## Evaluation deliverables and timelines

| **Deliverables** | **Responsible**  **Parties** | **# of days per task for Consultant** | **Tentative due date** |
| --- | --- | --- | --- |
| Deliverable 1: |  | 5 | November 15. 2020. |
| * Initial meeting with the Project owners and Desk review of reference material; | Consultants/Evaluation Reference Groups |
| * Inception report including detailed evaluation work-plan; | Consultants |
| Deliverable 2: |  | 12 | November 30. 2020. |
| * Evaluation and data collection; | Consultants |
| * Debriefing session held; | Consultants/Evaluation Reference Group |
| * Development of the 1st evaluation draft report; | Consultants |
| * Evaluation review process; | Evaluation Reference Group |
| * Development of the 2nd evaluation draft report | Consultants |
| Deliverable 3: |  | 5 | December 20. 2020. |
| * Evaluation Report review process; | Evaluation Reference Group, Donors |
| * Submission of the Final Evaluation Report | Consultants |
| * Submission of the Evaluation Summary with findings and recommendations from the main Report | Consultants |
| * Submission of the Power Point Presentation of the evaluation report | Consultants |

In line with the UNDP’s financial regulations, when determined by the Country Office and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid. Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

## Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the [UNEG ‘Ethical Guidelines for Evaluation’.](http://www.unevaluation.org/document/detail/102) The team leader must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The team leader must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners. The team leader should be free from any conflict of interest related to this evaluation.[[8]](#footnote-9)

## Implementation arrangements and reporting relations

The Evaluation Team Leader will report to the Evaluation Manager appointed by UNDP, who will 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 Country Office Senior Management will take responsibility for the approval of the evaluation report. UNDP will support the implementation of remote/ virtual meetings. An updated stakeholder list with contact details (phone and email) will be provided by the Country office to the evaluation team.

## TOR annexes

Annex 1. Project Logical Framework and Theory of Change

Annex 2. List of the main stakeholders and their roles in evaluation

Annex 3. List of documents to be considered for the evaluation desk review

Annex 4. Required Evaluation Matrix Template

Annex 5. Standard outline for an evaluation report

Annex 6. Code of Conduct

\*Annexes available at: <http://documents.undp.ba/procurement/TORAnnexes.zip>

## Procurement Notice

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

|  |  |  |  |
| --- | --- | --- | --- |
| Advertisement: | Yes: ☒  No: ☐ | If yes:  Local website:  Global website: | Yes:☒ No: ☐  Yes:☒ No: ☐ |
| Sourcing through Registry: | Yes: ☐  No: ☒ | Direct contracting | Yes:☐ No: ☒ |

1. **Documents to be included when submitting the proposals**

|  |
| --- |
| Interested individual consultants must submit the following documents/information to demonstrate their qualifications and interest:   1. Most recent CV, including reference to similar evaluations conducted by the candidate; 2. Financial proposal; 3. Proposal (outlining the specific design and methods for the evaluation):  * Explaining why they are the most suitable for the work; * Providing a brief methodology on how they will approach and conduct the work; * the methodology should present the Consultant’s 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](http://documents.undp.ba/procurement/TORAnnexes.zip)); * the methodology should explain the data collection tool/s to be used. |

1. **Financial Proposal**

|  |
| --- |
| **Contract is based on the lump sum fee**  The financial proposal shall specify a total lump sum amount in USD, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).  **Travel:** All envisaged travel costs must be included in the financial proposal.  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. |

**Evaluation**

|  |  |  |  |
| --- | --- | --- | --- |
| Best value for money approach[[9]](#footnote-10): | Yes:  No: | If yes, please specify percentage of technical and financial evaluations[[10]](#footnote-11) | 70% of technical evaluation  30% of financial evaluation |
| Lowest evaluated offer[[11]](#footnote-12): | Yes:  No: |  |  |

1. **Technical evaluation criteria**

Evaluation will be conducted through:

|  |  |
| --- | --- |
| Interview | Yes: No: |
| Desk review | Yes: No: |

1. Qualification Requirements

|  |  |  |
| --- | --- | --- |
| ***Criteria*** | ***Weight*** | ***Max. Points*** |
| Criterion A:  - Advanced university degree in economics, finance, energy and/or buildings science, or a related discipline. | 40% (20% for BSc degree, 30% for master’s degree, and PhD degree 40%) | 40 |
| - At least 5 years of extensive project/programme evaluation expertise and experience, with evaluations in the area of energy efficiency and green development in the Western Balkan region and Countries with transitional economy (preferably in Bosnia) | 60% | 60 |
| Total | 100% | 100 |

*Only candidates obtaining a minimum of 70 points would be considered for Technical Evaluation*

1. Technical Evaluation

|  |  |  |
| --- | --- | --- |
| ***Criteria*** | ***Weight*** | ***Max. Point*** |
| *Technical* | *Total technical 100%* |  |
| *Criterion A:*   * Qualification Score | *20%* | *20* |
| *Criterion B:*   * Sound knowledge of results-based management systems, and gender-sensitive monitoring and evaluation methodologies; * Knowledge of financial mechanisms for EE investments, and the EU acquis within this area. * Excellent knowledge of monitoring and evaluation methodologies; sound judgment and ability to objectively evaluate projects in terms of processes, as well as results achieved (evidenced through previously conducted evaluations and references)General understanding and knowledge of the political/administrative and development context in Bosnia and Herzegovina; * Sound knowledge of results-based management systems, and gender-sensitive monitoring and evaluation methodologies; * Knowledge and experience in the area of environment, climate change and EE; * General understanding and knowledge of the political and administrative context in BiH | *50%* | *50* |
| *Criterion C:*   * Proposal (outlining the specific design and methods for the evaluation):   + Explaining why they are the most suitable for the work;   + Providing a brief methodology on how they will approach and conduct the work;   + the methodology should present the Consultant’s 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](http://documents.undp.ba/procurement/TORAnnexes.zip));   + the methodology should explain the data collection tool/s to be used. | *30%* | *30* |

Only candidates obtaining a minimum of 70 points would be considered for the Financial Evaluation

1. Final Evaluation

The final evaluation score will be based on Combined Scoring Method where technical evaluation will be weighted a maximum of 70% and combined with the financial offer which will be weighted a maximum of 30%.

1. Energy Community acquis: <https://www.energy-community.org/legal/acquis.html> [↑](#footnote-ref-2)
2. Treaty establishing Energy Community: <https://www.energy-community.org/legal/treaty.html> [↑](#footnote-ref-3)
3. Sources: [Government of Republika Srpska](http://www.vladars.net/sr-SP-Cyrl/Vlada/media/vijesti/Pages/1.-vanredna-sjednica-Vlade.aspx), [Government of the Federation of Bosnia and Herzegovina](http://www.fbihvlada.gov.ba/bosanski/aktuelno_v2.php?akt_id=8417). [↑](#footnote-ref-4)
4. Source: [Decision of the Council of Ministers of Bosnia and Herzegovina](http://www.vijeceministara.gov.ba/home_right_docs/info/default.aspx?id=32615&langTag=bs-BA). [↑](#footnote-ref-5)
5. UNDP Evaluation Guidelines: Evaluation During COVID-19. [↑](#footnote-ref-6)
6. Template available at <http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf>, p. 25 [↑](#footnote-ref-7)
7. Evaluation Report Template available at <http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf>, p.49 [↑](#footnote-ref-8)
8. [UNDP Evaluation Guidelines, Box 7. Sources of conflict of interest in evaluation](http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf) [↑](#footnote-ref-9)
9. 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. [↑](#footnote-ref-10)
10. The financial proposal should account for at least 30% of the total score [↑](#footnote-ref-11)
11. 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 [↑](#footnote-ref-12)