



UNITED NATIONS DEVELOPMENT PROGRAMME

**TERMS OF REFERENCE**

**Independent Final Evaluation of UNDP Project:**

**Sustainable Energy and Environment Secretariat to Support the  
Parliament of Ukraine in Sustainable Energy and Environment Area  
(‘Green Caucus’ Secretariat)**

Project ID: 00109445, Output ID: 00108795

**October 2020**

## 1. PROJECT BACKGROUND AND OVERVIEW

### 1.1. Project factsheet

<b>Project name:</b>	Sustainable Energy and Environment Secretariat to Support the Parliament of Ukraine in Sustainable Energy and Environment Area ('Green Caucus' Secretariat)
<b>Project ID:</b>	00109445
<b>Post title:</b>	International Consultant to conduct Final Evaluation
<b>Country / Duty Station:</b>	Ukraine, home-based with virtual consultations with stakeholders
<b>Expected places of travel:</b>	n/a
<b>Starting date of assignment:</b>	26 October 2020
<b>Duration of Contract:</b>	26 October 2020 – 30 November 2020
<b>Evaluation manager:</b>	Lesia Shyshko, Partnership and Coordination Officer
<b>Project manager:</b>	Iryna Gerasymenko, Project Manager a.i.
<b>Expected Duration of Assignment:</b>	18 working days within the timeframe of 26 October – 30 November 2020
<b>Payment arrangements:</b>	Lump-Sum (payments linked to deliverables)
<b>Administrative arrangements:</b>	All working arrangements to be provided by the Consultant. The Consultant will receive all required information from UNDP, including projects documents (electronic or paper format), analytical papers and other relevant documents
<b>Selection method:</b>	Desk review with validation interview
<b>Evaluation method:</b>	Cumulative analysis

### 1.2. Background and context

Ukraine has a long list of environmental reform priorities. However, the speed of the reforms in the area of sustainable energy and environment (SEE) is slowed down by the difficulties in adopting the needed legislation related to the capacity of the parliament and a large number of low-quality legal initiatives. To speed up the SEE related reforms and ensure representation of the SEE issues in the programmes of the President and Parliament in 2019, UNDP initiated a project in 2018 to improve the capacity of the parliament of Ukraine (VRU) and enhance environmental advocacy among politicians, mass media and the public. UNDP is implementing the project [Sustainable Energy and Environment Secretariat to Support the Parliament of Ukraine in Sustainable Energy and Environment Area \('Green Caucus' Secretariat\)](#) from July 2018 to December 2020, with the financial support from Sweden. The project aims to support the Members of Parliament (MPs), relevant parliamentary committees (specifically, on Environmental Policy and Nature Management, on Energy and Public Utilities) and inter-faction union of MPs "Energy and Environment" with quality analytical support on the legislation-making, organizing stakeholder's consultations, round tables, development of communication products, and engagement of various stakeholders into the debates on SEE issues. In addition, the Project aimed at increasing visibility of SEE issues during the Presidential and Parliamentary elections through developing and implementing advocacy strategy on the green component in the pre-election programmes.

The overall work of the project is based on the sustainable development principles, and where possible and necessary, links with the Sustainable Development Goals (SDGs). Besides, the project aims at increasing awareness among Members of Parliament on principles of development and status of implementation of key obligations of Ukraine in the field of SEE, including Association Agreement between Ukraine and EU and other international environmental and climate processes.

The theory of change underpinning the project is built on the central role of the Parliament as a key decision-maker in the promotion of sustainable energy and environmental development.

The analytical support provided by the project covers a wide range of issues in the SEE area.

During the preparatory stage, UNDP did a baseline study / scoping of the draft legislation relevant to SEE issues and implementation of the relevant chapters of EU-Ukraine Association Agreement, other international commitments, as well as SDGs, and upon consultations with MPs of the 8<sup>th</sup> convocation of VRU identified eleven priority focus areas: waste management; monitoring, reporting and verification (MRV) of greenhouse gas (GHG) emissions; energy efficiency; energy security; phase-out of single-use plastic bags; green auctions; gender in corporate governance (with focus on state energy companies); distributed energy and energy cooperatives; sustainable transportation (electro-vehicles and bicycles); green finance and establishing efficient green (and climate) finance instruments; fossil fuel subsidies and their impact on the regions dependent on fossil fuel extraction industry.

Further, Green Agenda for Ukraine till 2030 – policy priorities in SEE area – was developed by UNDP and presented by MPs on 19 March 2019 to serve as a guiding tool for the MPs in the implementation of ‘green’ reforms in Ukraine, notably achieving the SDGs, objectives of the State Environmental Policy of Ukraine for the period up to 2030, implementation of the EU Association Agreement and the Paris Agreement. The project has re-focused the analytical and communication support activities to embed those into the framework of the Green Agenda priorities, specifically: waste management, green economy, quality and longevity of life, clean and safe transportation, environmental protection, renewable energy, sustainable development of rural communities and organic agriculture, climate action, green cities, energy efficiency and energy saving.

At the end of 2019, UNDP worked closely with the VRU Committee on Environmental Policy and Nature Management and IFU “Energy and Environment” to identify specific support needs and upon consultations, the following areas were identified to focus on in 2020: general support for the VRU Committee in development and implementation of its Roadmap for 2020-2021, industrial pollution prevention and control, forest management and forest fire prevention, biodiversity conservation (Emerald network), environmental monitoring and control, climate policy (MRV implementation and defining financial incentives for GHG decrease, climate adaptation), waste management, environmental education, post-legislative scrutiny (PLS) of the laws adopted in compliance with EU-UA Association Agreement, support to interparliamentary cooperation in the field of environment.

<b>PROJECT / OUTCOME INFORMATION</b>	
Project title	Sustainable Energy and Environment Secretariat to Support the Parliament of Ukraine in Sustainable Energy and Environment Area ('Green Caucus' Secretariat)
Atlas ID	Award: 00109445; Output: 00108795
Donor project number	12053
Corporate outcome and output	<p><b>Contributing Outcome (UNDAF/CPD, RPD or GPD):</b> Outcome 4.2. By 2022, national institutions, private business and communities implement gender-responsive policies and practices to achieve sustainable management of natural resources, preservation of ecosystems, mitigation, adaptation to climate change and generation of green jobs. Indicative Output(s) with gender marker: Output 3.1. Comprehensive measures on climate change adaptation and mitigation across various sectors are scaled up.</p> <p><b>Applicable Output(s) from the UNDP Strategic Plan: Outcome 2:</b> Accelerate structural transformations for sustainable development Output 2.1.1. Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth</p>

	<p>Number of countries with targets for low emission and climate-resilient development in:</p> <p>a) Development plans and strategies b) Budgets c) Private sector business plans and strategies</p> <p>Output 2.4.1. Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources<sup>5</sup>, in line with international conventions and national legislation</p> <p>Number of countries with gender-responsive measures in place for conservation, sustainable use, and equitable access to and benefit sharing of natural resources, biodiversity and ecosystems:</p> <p>a) Policy frameworks b) Legal and regulatory frameworks c) Institutional frameworks d) Financing framework</p>	
Key results	<p>Output 1: The Parliament of Ukraine has strengthened capacity on sustainable energy and environment issues through the establishment and functioning of the Sustainable Energy and Environment Secretariat.</p> <p>Output 2: Duty-bearers and right-holders have increased awareness and understanding of green politics and business in Ukraine.</p>	
Country	Ukraine	
Region	Eastern Europe	
Date cost-sharing agreement signed	25 June 2018	
PAC Meeting date	11 July 2018	
Date project document signed	2 August 2018	
Project dates	Start: 1 July 2018	Planned end: 31 December 2020
Project budget	5,000,000 SEK (equivalent US\$ 556,111.67)	
Project expenditure at the time of evaluation	US\$ 397,501.42	
Funding source	Sweden	
Implementing party	UNDP in Ukraine	

The Project implementation aligns directly with and is expected to contribute to the implementation of Agenda 2030 and SDGs. Specifically, the Project will have direct impact on SDG 6: Clean water and sanitation; SDG 7: Affordable and clean energy; SDG 11: Sustainable Cities and Communities; SDG 12: Responsible consumption and production; SDG 13: Climate change; SDG 15: Life on land. Further, due to the inherent interconnectedness of the goals, and through such processes as contribution to green competitiveness and attractiveness of the country and its regions for citizens and businesses, the Project is expected to indirectly contribute to SDGs 1: No poverty, 3: Good health and well-being and 8: Decent work and economic growth.

#### Impact on poor

The Project seeks to facilitate the improvement of the state of environment, hence, improving the living conditions faced by all Ukrainians and, especially, the poor. As the recent researches suggest, the environmental degradation and unsustainable use of natural resources affects the poor and other marginalized groups, including women, mostly through health, property and income loss.

#### Human rights impact

Supporting the Parliament on SEE, the Project contributes to the human rights protection by ensuring the right to a safe, clean, healthy and sustainable environment, as an is integral to the full enjoyment of a wide range of human rights, including the rights to life, health, food, water and sanitation.

### Gender equality

The Project mainstreams gender equality in all activities so that women and men are able to benefit equally from the improvements of the sustainable energy and cleaner environment. The Project ensures that women and men are equally represented in all activities, including the public consultations and opinion surveys. UNDP applies an equal opportunities approach in hiring and procurement practices and strives to employ a workforce that reflects diversity and gender balance. It strives to include equal numbers of women and men and maintain balanced representation at project events, ensuring the gender balance among speakers and participants.

### Conflict sensitivity

Environmental degradation and access to natural resources is one of the frequent causes of conflicts, therefore, the Project strives to indirectly prevent the realization of the conflict potential, providing an analytical and information support on the heated debates. A special emphasis is also made on the environmental consequences of the ongoing conflict in the east of Ukraine, as well as the greening of the development path of the Donetsk and Luhansk regions.

### Resources required to achieve the expected results

UNDP is responsible for the overall management of the Project, primarily with regard to the responsibility for the achievement of the outputs (results). The Project implementation requires the following types of resources: (a) human resources, including highly professional core team, short-term national and international experts; (b) financial resources as indicated in the work plan. Procurement of any goods and services, needs of which is identified during the Project, is done in accordance with UNDP Rules and Regulations (POPP).

The Project works in synergy with the EU-UNDP Rada for Europe Project that provides broader institutional support to strengthen the parliament of Ukraine in line with its reform strategy, including through a more coherent legislative process, which will benefit all areas, i.e. SEE too. The ongoing Projects within the UNDP's Energy and Environment portfolio supports the Project with the available international and local experts, including sustainable energy, climate change mitigation and adaptation, biomass utilization, energy efficiency, ozone layer protection, biodiversity protection, land degradation, environmental impact assessment, and SDG.

The main Project stakeholders include:

- relevant Parliamentary Committee on Environmental Policy and Nature Management, Parliamentary Committee on Energy and Public Utilities and their members;
- targeted group of MPs (the inter-faction union of MPs "Energy and Environment" (in 8<sup>th</sup> convocation - "Green Power Shift");
- all Parliament Members and their assistants;
- Ministry of Environmental Protection and Natural Resources (earlier – Ministry of Energy and Environmental Protection; Ministry of Environment and Natural Resources of Ukraine, Ministry of Energy and Coal Industry of Ukraine).
- civil society, expert community, academia and media;
- representatives of the private sector including business associations.

More detailed background and context information, logic framework and theory of change, monitoring plans and indicators are available in the [Project Document](#).

## 2. SCOPE AND OBJECTIVE OF THE ASSIGNMENT

In line with Article V. of the Cost-Sharing Agreement with Swedish International Development Cooperation Agency (SIDA) signed on 25 June 2018, Project Document and Workplan, UNDP seeks to conduct forward-looking Final Project Evaluation. The nature of the final evaluation is largely a management tool to provide project team and stakeholders with an account of project results assessed against the initial plans, project document and cost-sharing agreement, provide recommendations and guide the development of the follow-up phase of UNDP's intervention.

The main objective of the assignment is to conduct the forward-looking Final Evaluation of the Project "Sustainable Energy and Environment Secretariat to Support the Parliament of Ukraine in Sustainable Energy and Environment Area". The purpose of this forward-looking final evaluation is two-fold: a) to analyze the implementation of the project in 2018-2020, its relevance, effectiveness, efficiency, sustainability and impact, and draw the lessons learned, and b) to provide recommendations and inform the development of the project's follow-up phase.

The Evaluator will have to assess project performance vis-à-vis its targets, expected outputs and outcomes, and its contribution relative to its objective, following a number of parameters set under evaluation questions in the sections below. The evaluation is expected to draw lessons learned that can both improve the sustainability of benefits from this project and aid in overall enhancement of UNDP programming. The evaluation will cover the implementation period and project scope as mentioned above in "Project / Outcome Information". Evaluation will provide an objective assessment of contributions to development results, through assessing the project operation, including advocacy, advisory services, knowledge management, coordination and partnerships. This will support accountability, inform decision-making and allow UNDP and the Project Board to better manage for development results.

The evaluation should be conducted in accordance with the guidance, rules and procedures established by UNDP and as reflected in the UNDP Evaluation Policy.

## 3. EVALUATION CRITERIA AND KEY GUIDING QUESTIONS

This forward-looking evaluation will assess project performance against the review criteria: **relevance, effectiveness, efficiency, sustainability and impact**. More specifically, it will cover, but not be limited to, the following areas and preliminary questions:

### A. RELEVANCE

- To what extent were lessons learned from other relevant projects considered in the project's design?
- How relevant was the project to the interventions target groups, including the Government's and Parliament's needs and priorities? To what extent was the project aligned with the policies and strategies of the Government, SDGs as well as UNDP/UNDAF country programme strategy?
- To what extent was the project relevant to address the needs of vulnerable groups and gender issues (both at project and stakeholder's level)? To what extent did the initial theory of change for the project consider those groups? What can be done additionally to capture the needs of vulnerable groups and gender issues better?
- Is the gender marker data assigned to this project representative of reality?
- To what extent was the theory of change presented in the outcome model a relevant and appropriate vision on which to base the initiatives?
- Does the project remain relevant, taking into account the changing environment while taking into consideration the risks/challenges mitigation strategy? Was there a need to reformulate the project design and the project results framework given changes in the country and operational context?
- To what extent has lessons learned from this project on what works well and less well been used to improve and adjust the project?

- What measures can be taken to improve the relevance of the project?

## **B. EFFECTIVENESS**

- Assess the overall performance of the project with reference to its respective project document/cost-sharing agreement, strategy, objectives and indicators, and identify key issues and constraints that affected the achievement of project objectives. To what extent has progress been made towards outcome achievement? What has been the UNDP Contribution to the observed change?
- Assess to what extent the project results framework and M&E system delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning?
- What are the results achieved beyond the logical framework? What were the supporting factors? What are the main lessons learned from the partnership strategies, and what are the possibilities of replication and scaling-up? How can the project build on or expand the achievements?
- To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
- To what extent are project management and implementation participatory and is this participation contributing towards achievement of the project objectives? To what extent has the project been appropriately responsive to the needs of the national constituents and changing partner priorities?
- In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?
- To what extent UNDP has improved the capacities of the beneficiaries to work and advocate on environmental issues?
- Analyse the underlying factors within and beyond implementing agency's (UNDP) control that affect the project (including analysis of the strength, weaknesses, opportunities and threats affecting the achievement of the project).
- How have stakeholders been involved in project implementation? How effective has the project been in establishing ownership?
- What measures can be taken to improve the effectiveness of the project?
- To what extent have the results at outcome and output levels generated results for gender equality and the empowerment of women?

## **C. EFFICIENCY**

- The project cost was effective? Was the project using the least costly options? Have resources (funds, human resources, time, expertise) been allocated strategically to achieve the relevant outputs and outcomes?
- Has the project produced results (outputs and outcomes) within the expected time frame? Was project implementation delayed, and, if it was, did that affect cost-effectiveness or results?
- Are the project's activities in line with the schedule of activities as defined by the project team and annual work plans? Are the disbursements and project expenditures in line with budgets?
- Was the project management, coordination and monitoring efficient and appropriate?
- Assess the criteria and governance aspects related to the selection of beneficiaries and partners institutions.
- What can additionally be done to improve the efficiency of the project?
- Identify factors and constraints, which affected the Programme implementation, including technical, managerial, organizational, institutional and socio-economic policy issues in addition to other external factors unforeseen during the Project design.
- To what extent did UNDP engage or coordinate with beneficiaries, implementing partners, other UN agencies and national counterparts to achieve outcome and output level results?



**D. SUSTAINABILITY**

Sustainability is understood as the likelihood of continued benefits after the project ends. Assessment of the sustainability of project results will be given special attention.

- To what extent are project results (impact, if any, and outcomes) likely to sustain the benefits after the project ends? Define the areas that produced the most sustainable results, and the most promising areas requiring further support and scaling-up in the course of future interventions.
- Is there sufficient public/stakeholder awareness of the project's long-term objectives?
- Are there any social or political risks that may jeopardize the sustainability of project results?
- Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize the sustainability of project benefits?
- Assess the sustainability of the Project interventions in terms of promotion of the SEE issues.
- What are the significant lessons or conclusions which can be drawn from the project in terms of effectiveness, efficiency, sustainability and networking, and should be taken into account during the development of recommendations for future interventions?
- What are possible priority areas of engagement and recommendations for the possible future projects/initiatives? Findings, conclusions and recommendations should reflect gender equality and women empowerment, social inclusion, and environmental protection.
- What approaches should be further utilized by UNDP? What actions should be dropped?
- What is the level of readiness of UNDP's potential partners in a potential follow up phase for the Project? What are the external factors to be considered, risks and risk mitigation measures?
- Was environmental sustainability considered in the project design and measures accordingly implemented / instruments put in place to ensure that no-harm is caused to the environment and natural resources are used sustainably?

**E. IMPACT**

- Has the project contributed or is likely to contribute to long-term social, economic, institutional changes for individuals, local communities and institutions related to the project?
- What difference has the project made to the beneficiaries?
- What sustainable change has the project made in the lives of women and men, vulnerable groups, and communities at large?

The final list of evaluation questions and tools to be proposed by the Evaluator and agreed with UNDP. All evaluation questions should mainstream gender and will be screened by UNDP's gender team.

**4. EVALUATION APPROACH AND METHODOLOGY**

The scope of the final evaluation will cover all activities undertaken in the framework of the project. Given the forward-looking nature of the evaluation, the Evaluator will: a) assess whether the project has achieved or has not achieved the results outlined in the project documents and critically examine the presumed causal chains, processes and contextual factors that enhanced or impeded the achievement of results, as well as b) provide clear recommendations for the follow-up phase of the project, based on identified lessons learned in key areas of project implementation. These findings will serve to inform the development of the follow-up phase of the project.

The Evaluator will be required to use different methods to ensure that data collection and analysis deliver evidence-based qualitative and quantitative information, based on diverse sources: desk studies and literature review, statistical analysis, virtual individual interviews or group meetings, surveys. This approach will not only enable the final evaluation to assess causality through quantitative means but also provide reasons for why specific results were achieved or not and to triangulate information for higher reliability of findings. The concrete mixed methodological approach will be detailed in the inception report and stated in the final report. All data provided in the report should be disaggregated by gender and vulnerability.



The Evaluator is expected to follow a participatory and consultative approach ensuring close engagement government counterparts, international partner organizations, SIDA/Embassy of Sweden, UNDP Country Office (CO) and project team at all stages of the evaluation planning and implementation. The evaluation will assess the extent to which the project was successfully mainstreamed with UNDP strategic priorities.

The evaluation of project performance will be carried out against the expectations set out in the Project Logical Framework/Results Framework, which provides performance and impact indicators for project implementation along with their corresponding means of verification. All indicators in the Logical Framework need to be assessed individually, with final achievements noted. An assessment of the Project M&E design, implementation and overall quality should be undertaken. The evaluation will assess the key financial aspects of the project, including project budget revisions. Project cost and funding data will be required from the project, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained.

The conclusions related to the implementation of the project in 2018-2020 should be comprehensive and balanced and highlight the strengths, weaknesses, challenges and outcomes of the project. They should be well substantiated by the evidence and logically linked to the terminal evaluation findings. They should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and SIDA.

The recommendations for the follow-up phase of the project should identify how best practices and achievements of the project can be scaled up or proliferated to increase the positive impact, as well as adapt/strengthen the theory of change of the project, based on interviews with project partners and beneficiaries and desk analysis (*please see below*). The recommendations need to be supported by an evidential basis, be credible, practical, action-oriented, and define who is responsible for the action - to have the potential to be used in decision-making. It is expected that the Evaluator will produce up to 5-7 recommendations.

The Evaluator should provide a proposed design, methodology of evaluation (methods, approaches to be used, evaluation criterion for assessment of each component to be proposed), detailed work plan and report structure to UNDP before the start of fieldwork; these documents and the list of stakeholders to meet/visit should be agreed with UNDP. While proposing the methodology, the Consultant should be guided by UNDP approach to project evaluations<sup>1</sup>.

The Evaluator is expected to develop and present a detailed statement of evaluations methods/approaches in the inception report to show how each objective and evaluation criterion will be assessed.

The key elements of the methodology to be used during the Project Final Evaluation will consist of (but not limited to) the following:

- documentation review (desk study);
- statistical analysis;
- interview(s) with key partners and stakeholders;
- questionnaires;
- other approaches for data gathering and analysis.

Debriefing session will be arranged for discussing the evaluation findings, results and recommendations.

The Consultant will be responsible for assessing the achievements of the Project results and drawing lessons that can both improve the sustainability of benefits from this project, and aid in the overall

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<sup>1</sup> <http://web.undp.org/evaluation/handbook/documents/english/pme-handbook.pdf>

enhancement of UNDP programming. Specifically, the Consultant is expected to undertake the following tasks for the successful completion of the assignment:

1. Conduct desk review of the Project core documentation listed below (but not limited to).
  - original project documents, progress reports, annual work plans, project implementation plans, M&E frameworks, mid-term evaluation, and financial documents (such as the cost-sharing agreement with SIDA);
  - notes from meetings involved in the project (such as board meeting minutes);
  - other materials and documents produced during the Project implementation (datasets, publications, audio-visual materials, event reports, consultancies reports, media reports and more).

UNDP will provide the set of documents for review.
2. Develop an evaluation methodology and strategy to collect the required data and forms for the interview with partners and counterparts. Agree on the methodology with the project.
3. Conduct necessary consultations and interviews with UNDP CO, Programme and Project staff, partners and counterparts:
  - UNDP CO relevant staff;
  - Representatives of other UNDP programmes and projects;
  - Programme staff;
  - MPs and government officials (Members of Parliament of eighth and ninth convocation, representatives of the inter-faction union “Green Power Shift”, the inter-faction union “Energy and Environment”, relevant parliamentary committees);
  - Swedish International Development Cooperation Agency (SIDA) / Embassy of Sweden;
  - International development actors active in the field of intervention;
  - Civil society partners;
  - Selected participants of events (School of Environmental Journalism etc.)
4. Examine how partners and stakeholders assess the project and what their concerns and suggestions are. Clarify issues that emerge from the preliminary analysis of the Programme and require hard and soft data to substantiate their reasoning. Discuss the existing needs in the field of environmental policy development and SEE issues communication and advocacy, and how the follow-up phase of the project could address them. Collect and analyze feedback from the partners and stakeholders.
5. Develop and submit the draft Final Evaluation report. The draft will be shared with the UNDP Country Office team and key Project stakeholders for review and comments.
6. Finalize and submit the Final Evaluation report by incorporating suggestions received on the draft report.

## 5. EVALUATION PRODUCTS (DELIVERABLES) AND TIMEFRAME

The Consultant should provide the following deliverables:

Deliverable #	Task description	Days and timing	Payment breakdown
Deliverable #1	<p>Conduct desk research of the Project core documentation (cost-sharing agreements, project documents, annual work plans and progress reports 2018-2020, project implementation plans, board meeting minutes etc.). The set of documents for review will be prepared by UNDP.</p> <p>Develop an evaluation methodology and strategy to collect the required data, plans and forms for the interview with partners and counterparts.</p> <p><b>Output:</b> The inception report (with a detailed description of the methodology and evaluation matrix) is produced; an annotated structure of the report is developed; a toolkit for gathering data (questionnaire and interview plans, a questionnaire for a beneficiary satisfaction survey) is</p>	3 working days	20%

	<p>designed. All documents are submitted to UNDP for final approval.</p> <p>The key product expected is up to 10 pages without annexes, single spacing, Myriad Pro font, size 11, which includes, but is not limited to, the following components:</p> <ol style="list-style-type: none"> <li>1. Background and context</li> <li>2. Evaluation objective, purpose and scope</li> <li>3. Evaluation criteria and questions</li> <li>4. Evaluability analysis</li> <li>5. Cross-cutting issues</li> <li>6. Evaluation approach and methodology</li> <li>7. Evaluation matrix</li> <li>8. Schedule of key milestones</li> <li>9. Resource requirements</li> <li>10. Outline of the draft/final report</li> </ol>		
Deliverable #2	<p>Conduct necessary consultations and interviews with the project staff and project partners. Examine how stakeholders assess the project and what their concerns and suggestions are. Clarify issues that emerge from the preliminary analysis of the project and require hard and soft data to substantiate their reasoning. Discuss the existing needs in the field of environmental policy development and SEE issues communication and advocacy, and how the follow-up phase of the project should address them. Collect and analyze feedback from the partners.</p> <p><b>Initial findings discussed in a wrap-up session with Project team and UNDP CO</b> (<i>can be done on-line via Skype conference</i>).</p>	5 working days	0%
Deliverable #3	<p>Produce a draft report of the evaluation covering all items detailed in paragraph #2 of the present TOR with a definition of the lessons learned and recommendations for the follow-up phase of the project.</p> <p><b>Output:</b> draft of the report produced and submitted for UNDP comments (<i>UNDP review will take up to 10 days</i>).</p>	6 working days	40%
Deliverable #4	<p>Collect, review and incorporate comments from UNDP into the final version of the evaluation report.</p> <p><b>Output:</b> Final evaluation report containing all required annexes, submitted to UNDP and SIDA for final review and approval.</p> <p>The key product expected is a comprehensive evaluation report (up to 30 pages without annexes, single spacing, Myriad Pro font, size 11), which includes, but is not limited to, the following components:</p> <ol style="list-style-type: none"> <li>1. Title and opening pages</li> <li>2. Project and evaluation information details</li> <li>3. Table of contents</li> <li>4. List of acronyms and abbreviations</li> </ol>	2 working days	40%

	<ol style="list-style-type: none"> <li>5. Executive summary (up to 3 pages)</li> <li>6. Introduction</li> <li>7. Description of the intervention</li> <li>8. Evaluation's scope and objectives</li> <li>9. Evaluation approach and methods<sup>2</sup></li> <li>10. Data analysis</li> <li>11. Findings</li> <li>12. Conclusions</li> <li>13. Recommendations</li> <li>14. Lessons learned</li> <li>15. Report annexes: TOR, list of people interviewed, interview questions, documents reviewed etc.</li> </ol>		
Deliverable #5	<p>Prepare a detailed PowerPoint presentation of the evaluation study (in English) and present the results during the meeting between UNDP, SIDA/Embassy of Sweden (<i>can be arrange also distantly via Skype depending on meeting arrangements. If travel occurs, UNDP will cover all related travel expenses</i>).</p> <p>Consultations regarding UNDP expectations from the presentation will be held with the Contractor prior to the event.</p> <p><b>Output:</b> PowerPoint presentation prepared and delivered during the joint meeting of interested parties (to cover major findings and lessons learned from the evaluation with diagrams/pictures, where applicable).</p>	2 working days	

The detailed structure of the final report should be agreed with UNDP and reflect all key aspects in focus.

Payment will be based upon satisfactory completion of deliverables. 100% of the total amount shall be paid upon completion of the Deliverables 1-5.

## 6. IMPLEMENTATION ARRANGEMENTS

The Consultant will interact with UNDP Evaluation Manager to receive any clarifications and guidance that may be needed. UNDP Evaluation Manager will provide the Evaluator with administrative, logistical support, as well as required data and documentation. Evaluation manager will also connect the evaluator with the wider programme unit, senior management and key evaluation stakeholders, review and approve inception reports including evaluation questions and methodologies, review and comment on draft evaluation reports, circulate draft and final evaluation reports, collect and consolidate comments on draft evaluation reports and share with the Evaluator for finalization of the evaluation report.

The satisfactory completion of each of the deliverables shall be subject to endorsement of the Evaluation Manager.

The Consultant will inform UNDP of any problems, issues or delays arising during the implementation of the assignment and take necessary steps to address them. The key product expected is a comprehensive evaluation report (*with parameters indicated above*).

<sup>2</sup> The Project should be evaluated in accordance with UNDP Evaluation Policy

The report must be as free as possible of technical jargon in order to ensure accessibility to its wide and diverse audience. The report should be prepared in English.

All reports and results are to be submitted to the UNDP in electronic form (\*.docx, \*.xlsx, \*.pptx, and \*.pdf or other formats accepted by UNDP).

### **Copyright**

All information and products produced by Consultant under this assignment will remain property of UNDP Ukraine.

### **Ethics**

Evaluation consultant will be held to the highest ethical standards and are required to sign a code of conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant 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 consultant 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."

## **7. EXPERIENCE AND QUALIFICATIONS REQUIREMENTS**

- *Education:* Advanced University degree (Master's or PhD) in Economics, Management, Mathematics, Social Sciences, Public Administration, Business Administration or other relevant areas;
- *Relevant professional experience:* At least five (5) years of work experience in the area of sustainable development and environment, including participatory planning, monitoring and evaluation. Working experience in the Eastern Europe region and CIS will be an asset;
- *Experience in evaluation:* At least, three (3) accomplished complex evaluations projects where the candidate was the author or co-author especially in the field of sustainable development, energy or environment, understanding of gender aspects and legislative process (a reference to or copies of previously developed knowledge materials including analytical reports, research papers, case studies materials, etc. to be provided);
- *Proven knowledge of monitoring and evaluation methodologies,* a summary of a proposed evaluation methodology is to be provided (up to 2 pages);
- *Languages proficiency:* Excellent English writing and communication skills; knowledge of Ukrainian and/or Russian will be an asset.
- *Independence:* The Evaluator must be independent from any organization that have been involved in designing, executing or advising any aspect of the intervention that is the subject of evaluation.

## **8. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS**

- Letter of interest/proposal, providing brief methodology on how the work will be conducted and/or approached (up to 2 pages);
- P11, including information about past experience in similar projects/assignments;
- Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- Financial proposal (according to defined deliverables);
- Reference to or copies of previously developed knowledge materials including analytical reports, research papers, case studies materials, etc. (at least, three (3) reports)

## **9. FINANCIAL PROPOSAL**

Lump sum contract

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in instalments 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 a number of anticipated working days).

#### **Travel costs**

N/A. In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses, should be agreed upon, between UNDP and Consultant prior to travel and will be reimbursed. BSAFE course must be successfully completed before the commencement of travel. Individual Consultant is responsible for ensuring he/she has vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director. A consultant is required to comply with the UN security directives set forth under <https://dss.un.org/dssweb/>

### **10. EVALUATION CRITERIA**

- Master's/Specialist's degree or equivalent in Economics, Management, Mathematics, Social Sciences, Public Administration, Business Administration or other relevant areas – 10 points max  
*[PhD degree - 10pts; Master's degree - 7 pts];*
- At least five (5) years of work experience in the area of sustainable development and environment, including participatory planning, monitoring and evaluation. Working experience in Eastern Europe region and CIS will be an asset – 15 points max  
*[more than 10 years - 10 pts; 7-9 years - 8 pts –; 5-6 years - 5pts; working experience in Eastern Europe region and CIS - additional 5 pts];*
- Experience in conducting complex evaluations – 20 points max  
*[5 and more highly relevant evaluation projects - 20 pts; 4-5 highly relevant evaluation projects – 17 pts; 3 highly relevant evaluation projects - 15 pts]*
- Proven knowledge of monitoring and evaluation methodologies - 20 points max  
*[highly relevant methodology (the methodology is based on previous successful experience with the following examples of its use for such tasks, adapted to the needs of the target audience and TOR - 20 pts; intermediate level of quality and relevance (the methodology is based on previous successful experience with the following examples of its use for such tasks) - 17 pts; acceptable quality and relevance of the methodology (the methodology is based on the information, provided in TOR) - 15 pts];*
- Languages proficiency – 5 points max  
*[English and Ukrainian/Russian - 5 pts; only English - 3pts];*
- Candidate confirmed independence from any organization that have been involved in designing, executing or advising any aspect of the project that is the subject of evaluation – *Pass/Fail.*

Maximum available technical score - 70 points.

### **11. EVALUATION method**

**Cumulative analysis**

Contract award shall be made to the incumbent whose offer has been evaluated and determined as:

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

\* Technical Criteria weight: 70%

\* Financial Criteria weight: 30%

Only candidates obtaining a minimum of 70% from the maximum available technical score (70 points) would be considered for the Financial Evaluation

The maximum number of points assigned to the financial proposal is allocated to the lowest price proposal and will equal to 30. All other price proposals will be evaluated and assigned points, as per below formula:

30 points [max points available for financial part] x [lowest of all evaluated offered prices among responsive offers] / [evaluated price].

The proposal obtaining the overall cumulatively highest score after adding the score of the technical proposal and the financial proposal will be considered as the most compliant offer and will be awarded a contract.

Prepared by:

Lesia Shyshko  
Partnership and Coordination Officer

Lesia Shyshko

Date: 14-oct-2020

Approved by:

Manal Fouani,  
Deputy Resident Representative

Manal Fouani

Date: 14-oct-2020