



UNITED NATIONS DEVELOPMENT PROGRAMME

TERM OF REFERENCE

Independent Evaluation of the UNDP Project

**E-Learning for Sustainable Development**

Project ID: 00113283

**December 2020**

## 1. PROJECT BACKGROUND AND OVERVIEW

### 1.1 Project factsheet

|  |  |
|--|--|
| <b>Project name</b>                    | E-Learning for Sustainable Development   |
| <b>Project ID</b>                      | 00113283   |
| <b>Post title</b>                      | Consultant to conduct decentralized Project Evaluation   |
| <b>Country / Duty Station</b>          | Home-based   |
| <b>Expected places of travel</b>       | Home-based   |
| <b>Duration of Initial Contract</b>    | 10 January – 26 February 2021  |
| <b>Assignment Quality Assurer</b>      | Lesia Shyshko, Partnership and Coordination Officer  |
| <b>Assignment Coordinator</b>          | Maria Gutsman, IDRPB Programme Analyst   |
| <b>Expected Duration of Assignment</b> | 13 days within the timeframe January-February 2021   |
| <b>Payment arrangements</b>            | Lump Sum (payments are 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>                | Technically compliant offer and the lowest price   |

## 1. Projects background and context

On 25 September 2015, the UN General Assembly adopted the 2030 Agenda for Sustainable Development. At the core of the 2030 Agenda are 17 Sustainable Development Goals (SDGs). The aim of the 17 SDGs is to secure a sustainable, peaceful, prosperous, and equitable life on earth for everyone now and in the future. The Government of Ukraine adopted the SDGs and presented in 2017 a National Baseline Report: 'Sustainable Development Goals: Ukraine', where the country defines its own commitments towards achieving the goals, through nationally adopted targets and indicators, developed in close consultations with broad groups of stakeholders at regional and local levels, and reflecting specific economic, social and environmental challenges that Ukraine faces. In 2019, by the Decree of the President of Ukraine, Sustainable Development Goals became the benchmarks for strategic developing documents at the national, regional and local levels.

To create a more sustainable world and to engage with sustainability-related issues as described in the SDGs, individuals must become sustainability change-makers. They require the knowledge, skills, values and attitudes that empower them to contribute to sustainable development. Effective learning and SDG-related knowledge-sharing, therefore, are crucial for the achievement of sustainable development. A well-established approach to Learning for Sustainable Development empowers learners to take informed decisions and responsible actions for environmental integrity, economic viability and a just society for present and future generations. Moreover, in our digital era e-Learning for Sustainable Development, especially, when it is provided through various platforms, which allow not only sharing information but also creating the values, can become a real accelerator for achieving SDGs by developing competencies that empower development actors (public officials, businesses, civic activists, etc.) to reflect on their own actions, taking into account their current and future social, cultural, economic and environmental impacts, from a local and a global perspective. Individuals should also be empowered to act in complex situations in a sustainable manner, which may require them to strike out in new directions; and to participate in socio-political processes, moving their societies towards sustainable development.

The overall goal of the project is to promote sustainable development of Ukraine with its new decentralized governance system through improving knowledge-sharing mechanisms, increasing awareness and strengthening capacities of development actors: civil servants, business community and civic leaders at all levels.

As a result, national institutions, private business and communities will 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.

The project, especially, being provided through various platforms, which allow not only to share information but also to create new values, acts as an accelerator for achievement of the SDGs by developing competencies of the development actors and empower them to reflect on their actions, taking into account current and future social, cultural, economic and environmental impacts, from a local and a global perspective.

For the purpose of above, two specific Project's objectives are:

- (a) to improve access to e-learning on sustainable development and SDGs;
- (b) to increase awareness of development practitioners in Ukraine on the Global development agenda and how it is translated into national, regional and local development agendas.

The following are the expected results of the Project:

- partnership with existing knowledge-sharing platforms for joint promotion of sustainable development in Ukraine are established;
- three e-courses on issues related with sustainable development and localized implementation of SDGs are developed and made available for different groups of stake holders (including, but not limited to civic activists, business community, national/regional/local authorities, and other development professionals);
- at least 30 local trainers trained to support tailored e-learning on sustainable development for targeted groups
- at least 1000 representatives of target groups will complete the new e-courses and significantly improve their knowledge in the area of sustainable development, which they will later employ in their work or as a source of inspiration for their future actions.

The project is built on UNDP's country-wide network of partnerships with regional and local governments, partner universities and NGOs - HUBs, UNDP's long-standing experience of bottom-up citizen mobilization for common actions. The project duration is 1 December 2018- till 31 March 2021.

## 2. SCOPE AND OBJECTIVE OF THE ASSIGNMENT

The main objective of the assignment is to conduct the decentralized final evaluation of the E-Learning for Sustainable Development Project. The purpose of the evaluation is to analyse the implementation of the project in 2018-2021 and draw the lessons learned;

The key product expected is a comprehensive evaluation report corresponding to the Project (up to 30 pages without annexes, single spacing, Myriad Pro font, size 11), which includes, but is not limited to, the following components:

- Executive summary (up to 3 pages)
- Introduction
- Evaluation of scope and objectives
- Evaluation approach and methods
- Development context and project background
- Data analysis and key findings and conclusions
- Lessons learned and recommendations for future intervention
- Annexes: TOR, list of people interviewed, interview questions, documents reviewed etc.

This evaluation will assess Project's performance against the review criteria: **relevance, effectiveness, efficiency, sustainability and impact**. All of evaluation's key products will be prepared in line with the standards outline in UNDP Evaluation Guidelines. More specifically, it will cover, but not be limited to, the following areas and preliminary questions:

### A. RELEVANCE

The report will examine the extent to which the project is relevant to the:

- Country context: How relevant was the project to the interventions target groups, including the Government's needs and priorities? To what extent was the project aligned with the policies and strategies of the Government, Agenda 2030 as well as UNDP's Country Programme Document/United Nations Partnerships Framework?
- Target groups: To what extent was the project relevant to address the needs of vulnerable groups and gender issues (both at Project and stakeholder's level)?
- Does the project remain relevant considering 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.
- Was the format of the courses, developed by the project, relevant to its audiences? Was it the best medium to build capacities of the stakeholders on Agenda 2030 and sustainable development principles?
- What can be done additionally to better capture the needs of vulnerable groups and gender issues?
- 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 project document/cost-sharing agreement, strategy, objectives and indicators, and identify key issues and constraints that affected the achievement of project objectives. Were the planned objectives and outcomes achieved in the framework of the key project components?
- 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?
- How have relevant stakeholders been involved in project implementation?
- What measures can be taken to improve the effectiveness of the project?
- What can additionally be done to better capture the needs of vulnerable groups and gender issues?
- Do the courses developed within the project target the intended audiences? How have participation in the courses impacted individual choices and behaviors?

## **C. EFFICIENCY**

The extent to which:

- Was the project cost effective? Was the project using the least costly options? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve the relevant outputs and outcomes?
- Has the project produced results (outputs and outcomes) within the expected time frame?
- Was the online modality of the course teaching the most cost-effective, given the project context?
- 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 for the Project partners' selection.

- What can additionally be done to improve the efficiency of the project?

#### **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 contribute after the project ends? Define the areas that produced the most sustainable results, and the most promising areas requiring further support and scaling-up during future interventions.
- Is there enough public/stakeholder awareness in support of the project's long-term objectives?
- Is the Project's activity likely to continue, be scaled up, replicated, and increasingly contribute to the development after the Project? Define which of the platforms, networks, relationships development in the framework of the Project that have the highest potential for further scaling up and/or replication.
- 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?
- To what extent were capacity building initiatives for partner organizations adequate to ensure sustainability? What can additionally be done to improve the sustainability of the project?
- Identifying possible priority areas of engagement, offer recommendations for the next phase of the Project.

#### **E. IMPACT**

- Has the Project contributed or is likely to contribute to long-term social, economic, technical changes for individuals, civic society, public servants and the private sector communities and institutions related to the project?
- What difference has the Project made to the beneficiaries?

The final list of evaluation questions and tools to be proposed by the evaluator and agreed with UNDP.

### **3. EVALUATION APPROACH AND METHODOLOGY**

#### **3.1. 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) compare planned outputs of the Project to actual outputs and assess the actual results to determine their contribution to the attainment of the Project's objectives, 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 gathering and analysis deliver evidence-based qualitative and quantitative information, based on diverse sources: desk studies and literature review, statistical analysis, individual interviews, focus group meetings, and surveys.. This approach will not only enable the final evaluation to assess causality through

quantitative means but also to provide reasons for why certain 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 with UNDP Country Office (CO), project team, government counterparts, international partner organisations 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, including eradicating poverty, accelerating structural transformations for sustainable development and building resilience to crises and shocks.

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 2018-2021 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 donors.

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 of the intervention on development of Ukraine, as well as adapt/strengthen the theories 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 potential to be used in decision-making.

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 prior to the start of fieldwork; these documents and the list of partners and other stakeholders to 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 evaluation methods/approaches in the inception report to show how each objective and evaluation criterion will be assessed.

The methodology will be based on the following:

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

1. Desk review of the documents listed below (but not limited to):
  - a) The original project documents, progress projects reports, website analytics of the educational platform and user feedback, M&E framework, and financial documents (such as the cost-sharing agreement with a donor);
  - b) Other project-related material produced by the project (such as publications, audio-visual materials and consultancies reports).
2. Interviews with the relevant UNDP Country Office and the project's management and staff, GIZ and the various national and sub-regional authorities dealing with projects' activities as necessary, to provide an in-depth briefing on the project, results, context of partnerships with different stakeholders etc. as well as vision for future.
3. Interviews and focus group discussions with Project partners and beneficiaries.

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



### 3.2 Deliverables

A) The Consultant should provide the following deliverables for the evaluation of the project “E-Learning for Sustainable Development”:

| Deliverable #  | Task description   | Days and timing        | Payment breakdown |
|----------------|--|------------------------|-------------------|
| Deliverable #1 | <p>Conduct desk research of core documentation (cost-sharing agreements, project document, annual work plans and progress reports 2019-2020, project implementation plans. The set of documents to be reviewed 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; the annotated structure of the report is developed; a toolkit for gathering data (questionnaire and interview plans, a questionnaire for a beneficiary satisfaction survey) is designed in line with UNDP Evaluation Guidelines. All documents are submitted to UNDP for final approval.</p> | 2 days, by 13 January  | 20%               |
| 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. Collect and analyse 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 video conference</i>).</p>   | 3 days, by 20 January  | 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>   | 5 days, by 10 February | 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 indicated in paragraph #3 of the present TOR, submitted to UNDP, GIZ for final review and approval.</p>   | 2 days, by 22 February | 40%               |
| Deliverable #5 | Prepare a detailed PowerPoint presentation of the evaluation study (in English) and present the results  |                        |                   |

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|--|---|-----------------------------|--|
|  | <p>during the meeting between UNDP, GIZ in Kyiv, Ukraine <i>(can be arranged also distantly via Skype/Zoom 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 as defined in section 3 of this TOR with diagrams/pictures, where applicable).</p> | 1 day, by<br>26<br>February |  |
|--|---|-----------------------------|--|

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.

#### 4. MONITORING/REPORTING REQUIREMENTS

The consultant will interact with UNDP project and CO staff to receive any clarifications and guidance that may be needed. He/she will also receive all necessary informational and logistical support from UNDP CO and the Project. On a day-to-day basis, the consultant's work will be coordinated with UNDP Project Manager. The satisfactory completion of each of the deliverables shall be subject to the endorsement of the UNDP CO Planning, RBM, and Partnerships Team Lead.

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 two comprehensive evaluation reports *(with parameters indicated above in section 2)*

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).

#### 5. EXPERIENCE AND QUALIFICATIONS REQUIREMENTS

- *Education:* Masters Degree in Economics, Management, Mathematics, Social Sciences, Public Administration, Business Administration or other relevant areas; Bachelor's Degree can accepted with 2 additional years of relevant professional experience;
- *Relevant professional experience:* At least 3 years of work experience in the area of economic development, poverty reduction, private sector development, SME and/or business support of business membership organizations development including participatory planning, monitoring and evaluation.

- *Experience in evaluation and research:* At least, 2 completed evaluations and/or research reports, where the candidate was the author or co-author especially in economic development, capacity building, sustainable development, private sector development fields, understanding of gender aspects (a reference to or copies of previously developed knowledge materials including analytical reports, research papers, case studies materials, etc. to be provided);
- *Languages proficiency:* Excellent Ukrainian writing and communication skills
- The evaluator must be independent from any organizations that have been involved in designing, executing or advising any aspect of the intervention that is the subject of the evaluation.
- This evaluation will be 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.

## 6. 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, 3 reports)

## 7. 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 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 a number of anticipated working days).

**Travel costs.** Logistics arrangements for any travel or events in Ukraine involving the Consultant will be provided by UNDP. Air tickets to join duty station/repatriation travel Duty Station will be provided by UNDP. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the Consultant wish to travel on a higher class he/she should do so using their resources. All other envisaged travel costs must be covered by the

Consultant and included in the financial proposal. The official UNDP DSA rate for Kyiv is currently \$205 per day. The means of reimbursement will be via signed F10 form and payment/reimbursement into the nominated bank account of the consultant.

The Basic Security in the Field II and Advanced Security in the Field courses must be successfully completed prior to commencement of travel. Individual Consultant is responsible for ensuring he/she has vaccinations/inoculations when traveling to certain countries, as designated by the UN Medical Director. The consultant is required to comply with the UN security directives set forth under <https://dss.un.org/dssweb/>

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

## 8. 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 – 10 pts; Master's degree - 7pts];*

- At least 5 years of work experience in the area of economic development, poverty reduction, private sector development, SME and/or business support of business membership organizations development 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];*

Maximum available technical score - 70 points.

## 9. 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 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.

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

Prepared by:

Lesia Shyshko  
Partnership and Coordination Officer

Lesia Shyshko

Date: 08-Dec-2020

Approved by:

Manal Fouani  
Deputy Resident Representative

Manal Fouani

Date: 08-Dec-2020