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**Terms of Reference for the International Consultant for the**

**Independent Interim Evaluation of the**

**‘Accelerating the Transformational Shift to a Low Carbon Economy in the Republic of Mauritius’ Project (PIMS 5681)**

INTRODUCTION

This is the Terms of Reference (ToR) for the **International Consultant** for Interim Evaluation of the UNDP-supported GCF-financed project titled ‘*Accelerating the transformational shift to a low carbon economy in the Republic of Mauritius*’ (PIMS 5681) implemented through the Ministry of Finance, Economic Planning and Development. The project started on the 1 September 2017 and is in its 3rd year of implementation. This ToR sets out the expectations for this Interim Evaluation which is a requirement set in Schedule 4. of the Funded Activity Agreement (FAA) for the project.

PROJECT BACKGROUND INFORMATION

The Green Climate Fund (GCF), through the United Nations Development Programme (UNDP), is providing financial support and expertise to assist the Government of Mauritius in achieving their targets set in the Long-Term Energy Strategy (2011-2025). In this context, the project – Accelerating the transformational shift to a low-carbon economy in the Republic of Mauritius – will remove the principal bottlenecks to investment in low-carbon development for: (i) grid-connected intermittent renewable energy; and (ii) mini-grid PV for the principal outer island, Agalega. It will be implemented in a two-phase approach so as to reduce the implementation risks to the GCF and ensure that the second funding disbursement is contingent upon successful completion of the first phase. The Long-Term Energy Strategy (2011-2025) has been replaced by the Renewable Energy Roadmap 2030 for the Electricity Roadmap with a renewed target of achieving 35% of RE by 2025 and 40% of RE by 2030.

The project, which is implemented at national level, is funded by the GCF grant resources of USD 28.21 million, where it is split across phase 1 (USD 12 million) and phase 2 (USD 16.21 million), to overcome identified barriers to low-carbon investment. Overall, the project will result in a reduction in greenhouse gas emissions of 4.27 million tCO2e over the lifetimes of the investments enabled, at a cost to the GCF of just USD 6.6/tCO2e. The FAA was signed in June 2017 with the planned start date for activities set in September 2017. The Inception Workshop was held on 11 and 12 November 2017.

The first case of Covid-19 was registered in Mauritius on 18 March 2020 and a national curfew was imposed on 20 March 2020 and further extended till 1 June 2020. As at mid-August 2020, the country has registered 344 cases and 10 death and economic activity is expected to shrink by 13% in 2020 notably due to reduced activity in the tourism sector. Project implementation was also affected owing to disruption in supply chain, travel restrictions and curfew imposed for sanitary reasons. While most of the consultations were held remotely on the project, some activities like the setting up of the 18 MW Battery Energy Storage System (BESS) was severely impacted as the various components of the system were manufactured in Korea, China, and France and the assembly in Spain. Moreover, as at August 2020, travel restrictions are still in place in Mauritius with uncertainty remaining on when these restrictions will be waived. As the commissioning and testing of the BESS will require support from technical expertise outside of Mauritius, the exact date for the completion of the installation of the BESS, corresponding with the end of Phase1, is expected to be delayed by up to 1 year from the set date in the FAA (June 2020).

OBJECTIVES OF THE INTERIM EVALUATION

The Interim Evaluation will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The Interim Evaluation will also review the project’s strategy and its risks to sustainability.

The Interim Evaluation team will assess implementation of the project and its alignment with FAA obligations and progress towards the achievement of the project objectives and outcomes as specified in the Project Document. The evaluation will assess early signs of project success or failure with the goal **of identifying the necessary changes to be made** in order to set the project on-track to achieve its intended results. The Interim Evaluation will also assess the following:

* Implementation and adaptive management
* Risks to sustainability
* Relevance, effectiveness and efficiency of projects and programmes;
* Coherence in climate finance delivery with other multilateral entities;
* Gender equity;
* Impact of covid-19 on project implementation;
* Country ownership of projects and programmes;
* Innovativeness in results areas (extent to which interventions may lead to paradigm shift towards low-emission and climate resilient development pathways);
* Replication and scalability – the extent to which the activities can be scaled up in other locations within the country or replicated in other countries (this criterion, which is considered in document GCF/B.05/03 in the context of measuring performance could also be incorporate d in independent evaluations); and
* Unexpected results, both positive and negative.

INTERIM EVALUATION APPROACH & METHODOLOGY

The Interim Evaluation team must provide evidence-based information that is credible, reliable and useful. The team will review all relevant sources of information including documents prepared during the preparation phase (i.e. baseline Funding proposal submitted to the GCF, the Project Document, project reports including Annual Performance Reports, Quarterly Progress Reports, UNDP Environmental & Social Safeguard Policy, project budget revisions, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review). The team will review the baseline Funding Proposal submitted to the GCF.

 The Interim Evaluation team is expected to follow a collaborative and participatory approach[[1]](#footnote-1) ensuring close engagement with the Project Team, Implementing Partner, NDA focal point, government counterparts, the UNDP Country Office, UNDP-GEF Regional Technical Advisers, and other key stakeholders.

Engagement of stakeholders is vital to a successful Interim Evaluation. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Steering Committee, project stakeholders, local government, CSOs, project beneficiaries, etc. Additionally, the Interim Evaluation team is expected to conduct field missions to project sites in Mauritius, to be decided in consultation with the project team.

The final Interim Evaluation report should describe the full evaluation approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

Owing to the travel restrictions since 18 March 2020, there is a possibility that the international consultant might not be able to reach the country for the evaluation. In this case, 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 Project team.

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.

UNDP Mauritius will be providing the necessary support in the implementation of remote/ virtual meetings and will provide the evaluation team with an updated stakeholder contact list.

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. Equally, qualified and independent national consultants can be hired to undertake the evaluation and interviews in country as long as it is safe to do so.

DETAILED SCOPE OF THE INTERIM EVALUATION

The Interim Evaluation team will assess the following four categories of project progress.

**i. Project Strategy**

Project design:

* Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
* Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
* Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
* Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
* Review the extent to which relevant gender issues were raised in the project design.
* If there are major areas of concern, recommend areas for improvement.

Results Framework/Logframe:

* Undertake a critical analysis of the project’s logframe indicators and targets, assess how “SMART” the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
* Are the project’s objectives and outcomes or components clear, practical, and feasible within its time frame?
* Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women’s empowerment, improved governance, etc.) that should be included in the project results framework and monitored on an annual basis.
* Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART ‘development’ indicators, including sex-disaggregated indicators and indicators that capture development benefits.

**ii. Relevance, Effectiveness and Efficiency**

* Were the context, problem, needs and priorities well analysed and reviewed during project initiation?
* Are the planned project objectives and outcomes relevant and realistic to the situation on the ground?
* Is the project Theory of Change (ToC) and intervention logic coherent and realistic? Does the ToC and intervention logic hold or does it need to be adjusted?
* Do outputs link to intended outcomes which link to broader paradigm shift objectives of the project?
* Are the planned inputs and strategies identified realistic, appropriate and adequate to achieve the results? Were they sequenced sufficiently to efficiently deliver the expected results?
* Are the outputs being achieved in a timely manner? Is this achievement supportive of the ToC and pathways identified?
* What and how much progress has been made towards achieving the overall outputs and outcomes of the project (including contributing factors and constraints)?
* To what extent is the project able to demonstrate changes against the baseline (assessment in approved Funding Proposal) for the GCF investment criteria (including contributing factors and constraints)?
* How realistic are the risks and assumptions of the project?
* How did the project deal with issues and risks in implementation?
* To what extent did the project’s M&E data and mechanism(s) contribute to achieving project results?
* Have project resources been utilized in the most economical, effective and equitable ways possible (considering value for money; absorption rate; commitments versus disbursements and projected commitments; co-financing; etc.)?
* Are the project’s governance mechanisms functioning efficiently?
* To what extent did the design of the project help or hinder achieving its own goals?
* Were there clear objectives, ToC and strategy? How were these used in performance management and progress reporting?
* Were there clear baselines indicators and/or benchmark for performance measurements? How were these used in project management? To what extent and how the project apply adaptive management?
* What, if any, alternative strategies would have been more effective in achieving the project objectives?

**iii. Progress Towards Results**

Progress Towards Outcomes Analysis:

* Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a “traffic light system” based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as “Not on target to be achieved” (red).

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

| **Project Strategy** | **Indicator[[2]](#footnote-2)** | **Baseline Level[[3]](#footnote-3)** | **Midterm Target[[4]](#footnote-4)** | **End-of-project Target** | **Midterm Level & Assessment[[5]](#footnote-5)** | **Achievement Rating[[6]](#footnote-6)** |
| --- | --- | --- | --- | --- | --- | --- |
| **SDG indicators** | Indicator 13.b.1 Number of least developed countries and small island developing States that are receiving specialized support, and amount of support, including finance, technology and capacity-building, for mechanisms for raising capacities for effective climate change-related planning and management, including focusing on women, youth and local and marginalized communities | 0 | 1 | 1 |  |  |
| Indicator 7.2.1: Renewable energy share in the total final energy consumption | 7.22% (in 2011)[[7]](#footnote-7) | 15 | 35 |  |  |
| **UNDP Strategic Plan Indicators** | 1. Indicator 1.4.2: Number of countries with comprehensive measures - plans, strategies, policies, programmes and budgets - implemented to achieve low-emission and climate-resilient development objectives
 | 0 | 1 | 1 |  |  |
| 1. # direct project beneficiaries.
 | 252,178 | 353,052 | 441,315 |  |  |
| **Fund level Impact:**M1.0 Reduced emissions through increased low-emission energy access and power generation | Tonnes of carbon dioxide equivalent (tCO2eq) reduced or avoided as a result of Fund funded projects / programmes | 0 | 24,240 (direct) | 196,000 (direct)484,800 (indirect) |  |  |
| **Project Outcome:**M5.0 Strengthened institutional and regulatory systems | Institutional and regulatory systems that improve incentives for low-emission planning and development and their effective implementation | Renewable Energy Agency existing at Board level only (MARENA) | Additional Legislation Enacted10 Staff recruited | MARENA operational in 2019MARENA staff fully trained |  |  |
| **Project Outcome:**M6.0 Increased number of small, medium and large low-emission power suppliers | Proportion of low-emission power supply in a jurisdiction or market | 20% | 28% | 35% in 2024 |  |  |
| Number of households, and individuals (males and females) with improved access to low-emission energy sources | 83,000 householdsMales: 124,828Females: 127,350 | 100,000 householdsMales: 174,760Females: 178,292 | 129,500 householdsMales: 218,450Females: 222,865 |  |  |
| **Phase One (2017-2019)** | **2017**  | **2018** | **2019** |  |  |
| **Project Output:**1.1 Institutional strengthening of the Mauritius Renewable Energy Agency | Renewable Energy Agency Act in placeInstitution staffed by mid-term | Legislation votedNo staff contracted | Supplementary legislation – regulations and standards drafted10 staff recruited, including at least 4 women | MARENA functioning as a fully-fledged agency15 staff recruited, including at least 6 women |  |  |
| **Project Output:**2.1 Improving Grid Absorption Capacity to accept 185 MW intermittent RE | Software purchasedBattery energy storage system procured | No AGC software installedNo batteriesGrid able to accept 60 MW | AGC software and batteries purchased and installedGrid able to accept 100 MW | All equipment installed and grid able to accept a total of 185 MW installed RE capacity |  |  |
| **Phase TWO (2020-24)** | **2020** | **2022** | **2024** |  |  |
| **Project Output:**2.2 Smart grid | Advanced Distribution Management systemSmart Grid Strategy | No ADMS | ADMS partly installedLong-term smart grid strategy under preparation | ADMS completely installedLong-term smart grid strategy developed |  |  |
| **Project Output:**2.3 PV deployment | Actual MW installed by category (gender- disaggregated data) | 5 MW PV under Phases 1, 2 and 3 of the SSDG25 MW utility-scale PV on the grid | Additional 2 MW on grid from NGOs and 5 MW from households5 MW from Public Buildings65 MW PV utility-scale | 4 MW capacity on grid from NGOs and 10 MW from households.11 MW capacity installed on public buildings130 MW utility-scale renewable energy |  |  |
| **Project Output:**3.1 PV mini-grids on the outer island of Agalega | Capacity of PV systems installedNumber of OIDC staff trained | Existing systems are not functionalNo one trained | 300 kW PV systems fully operational3 females and 5 males trained | 300 kW PV systems remain fully operational |  |  |

**Indicator Assessment Key**

|  |  |  |
| --- | --- | --- |
| Green= Achieved | Yellow= On target to be achieved | Red= Not on target to be achieved |

In addition to the progress towards outcomes analysis:

* Identify remaining barriers to achieving the project objective in the remainder of the project.
* Assess impact of Covid-19 on project and recommend budget reallocation
* By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

**iv. Project Implementation and Adaptive Management**

Management Arrangements:

* Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
* Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
* Review the quality of support provided by UNDP and recommend areas for improvement.

Work Planning:

* Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
* Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
* Examine the use of the project’s results framework/ logframe as a management tool and review any changes made to it since project start.

Finance and co-finance:

* Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
* Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
* Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
* Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Coherence in climate finance delivery with other multilateral entities

* Who are the partners of the project and how strategic are they in terms of capacities and commitment?
* Is there coherence and complementarity by the project with other actors for local other climate change interventions?
* To what extent has the project complimented other on-going local level initiatives (by stakeholders, donors, governments) on climate change adaptation or mitigation efforts?
* How has the project contributed to achieving stronger and more coherent integration of shift to low emission sustainable development pathways and/or increased climate resilient sustainable development (GCF RMF/PMF Paradigm Shift objectives)? Please provide concrete examples and make specific suggestions on how to enhance these roles going forward.

Project-level Monitoring and Evaluation Systems:

* Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
* Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

Stakeholder Engagement:

* Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
* Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
* Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

Reporting:

* Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
* Assess how well the Project Team and partners undertake and fulfil GCF reporting requirements (i.e. how have they addressed poorly-rated APRs, if applicable?)
* Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications:

* Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
* Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
* For reporting purposes, write one half-page paragraph that summarizes the project’s progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

**v. Sustainability**

* Validate whether the risks identified in the Project Document, APRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
* In addition, assess the following risks to sustainability:

Financial risks to sustainability:

* What is the likelihood of financial and economic resources not being available once the GCF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project’s outcomes)?

Socio-economic risks to sustainability:

* Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance risks to sustainability:

* Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental risks to sustainability:

* Are there any environmental risks that may jeopardize sustenance of project outcomes?

**vi. Country Ownership**

* To what extent is the project aligned with national development plans, national plans of action on climate change, or sub-national policy as well as projects and priorities of the national partners?
* How well is country ownership reflected in the project governance, coordination and consultation mechanisms or other consultations?
* To what extent are country level systems for project management or M&E utilized in the project?
* What level and types of involvement for all Is the project as implemented responsive to local challenges and relevant/appropriate/strategic in relation to SDG indicators, National indicators, GCF RMF/PMF indicators, AE indicators, or other goals?
* Were the modes of deliveries of the outputs appropriate to build essential/necessary capacities, promote national ownership and ensure sustainability of the result achieved?

**vii. Gender equity**

* Does the project only rely on sex-disaggregated data per population statistics?
* Are financial resources/project activities explicitly allocated to enable women to benefit from project interventions?
* Does the project account in activities and planning for local gender dynamics and how project interventions affect women as beneficiaries?
* Do women as beneficiaries know their rights and/or benefits from project activities/interventions?
* How do the results for women compare to those for men?
* Is the decision-making process transparent and inclusive of both women and men?
* To what extent are female stakeholders or beneficiaries satisfied with the project gender equality results?
* Did the project sufficiently address cross cutting issues including gender?

**viii. Innovativeness in results areas**

* What role has the project played in the provision of "thought leadership,” “innovation,” or “unlocked additional climate finance” for climate change adaptation/mitigation in the project and country context? Please provide concrete examples and make specific suggestions on how to enhance these roles going forward.

**ix. Unexpected results, both positive and negative**

* What has been the project’s ability to adapt and evolve based on continuous lessons learned and the changing development landscape? Please account for factors both within the AE/EE and external.
* Can any unintended or unexpected positive or negative effects be observed as a consequence of the project's interventions?
* What factors have contributed to the unintended outcomes, outputs, activities, results?

**x. Replication and Scalability**

* What are project lessons learned, failures/lost opportunities to date? What might have been done better or differently?
* How effective were the exit strategies and approaches to phase out assistance provided by the project including contributing factors and constraints
* What factors of the project achievements are contingent on specific local context or enabling environment factors?
* Are the actions and results from project interventions likely to be sustained, ideally through ownership by the local partners and stakeholders?
* What are the key factors that will require attention in order to improve prospects of sustainability, scalability or replication of project outcomes/outputs/results?

**Conclusions & Recommendations**

The Interim Evaluation team will include a section of the report setting out the evaluation’s evidence-based conclusions, in light of the findings.

Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report’s executive summary.

The Interim Evaluation team should make no more than 15 recommendations total.

**Ratings**

The Interim Evaluation team will include its ratings of the project’s results and brief descriptions of the associated achievements in an *Interim Evaluation Ratings & Achievement Summary Table* in the Executive Summary of the Interim Evaluation report. See Annex E for ratings scales. No rating on Project Strategy and no overall project rating is required.

Table. Interim Evaluation Ratings & Achievement Summary Table for GCF funded project – ‘*Accelerating the transformational shift to a low carbon economy in the Republic of Mauritius’10*

|  |  |  |
| --- | --- | --- |
| **Measure** | **Interim Evaluation Rating** | **Achievement Description** |
| **Project Strategy** | N/A |  |
| **Progress Towards Results** | Objective Achievement Rating: (rate 6 pt. scale) |  |
| Outcome 1 Achievement Rating: (rate 6 pt. scale) |  |
| Outcome 2 Achievement Rating: (rate 6 pt. scale) |  |
| Outcome 3 Achievement Rating: (rate 6 pt. scale) |  |
| Etc.  |  |
| **Project Implementation & Adaptive Management** | (rate 6 pt. scale) |  |
| **Sustainability** | (rate 4 pt. scale) |  |

TIMEFRAME

The total duration of the Interim Evaluation will be approximately *25* working daysover a time period of *10* weeks, and shall not exceed three months from when the consultant(s) are hired. The tentative Interim Evaluation timeframe is as follows:

|  |  |  |
| --- | --- | --- |
| **ACTIVITY** | **NUMBER OF WORKING DAYS**  | **COMPLETION DATE** |
| Document review and preparing Interim Evaluation Inception Report (Inception Report due no later than 2 weeks before the evaluation mission) | *5 days*  | *(date)* |
| Interim Evaluation mission: stakeholder meetings, interviews, field visits | *6 days*  | *(date)*  |
| Presentation of initial findings- last day of the Interim Evaluation mission | *1 day* | *(date)* |
| Preparing draft report (due within 3 weeks of the Interim Evaluation mission) | *7 days*  | *(date)* |
| Finalization of Interim Evaluation report/ Incorporating audit trail from feedback on draft report (due within 1 week of receiving UNDP comments on the draft) *(note: accommodate time delay in dates for circulation and review of the draft report)* | *6 days*  | *(date)* |

Options for site visits should be provided in the Inception Report.

MIDTERM REVIEW DELIVERABLES

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **#** | **Deliverable** | **Description** | **Timing** | **Responsibilities** |
| **1** | **Interim Evaluation Inception Report** | Interim Evaluation team clarifies objectives and methods of the evaluation | No later than 2 weeks before the evaluation mission | Interim Evaluation team submits to the Commissioning Unit and project management |
| **2** | **Draft Interim Evaluation Report** | Full report (using guidelines on content outlined in Annex B) with annexes | Within 3 weeks of the evaluation mission | Sent to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, NDA focal point |
| **5** | **Final Interim Evaluation Report\*** | Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final report | Within 1 week of receiving UNDP comments on draft | Sent to the Commissioning Unit |

\*The final Interim Evaluation report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

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.

INTERIM EVALUATION ARRANGEMENTS

The principal responsibility for managing this Interim Evaluation resides with the Commissioning Unit. The Commissioning Unit for this project’s Interim Evaluation is the UNDP Country Office and the Implementing Partner.

The commissioning unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within Mauritius for the Interim Evaluation team. The Project Team will be responsible for liaising with the Interim Evaluation team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

TEAM COMPOSITION

A team of *two independent consultants* will conduct the Interim Evaluation - one team leader (with experience and exposure to projects and evaluations in other regions globally) and one team expert, usually from the country of the project. The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project’s related activities.

The selection of consultants will be aimed at maximizing the overall “team” qualities in the following areas: *Technical Criteria - 70% of total evaluation – max. 70 points*:

Experience

* Recent experience with result-based management evaluation methodologies (10 points);
* Experience applying SMART indicators and reconstructing or validating baseline scenarios (10 points);
* Competence in adaptive management, as applied to Electrical engineering, Energy Economics, Renewable Energy or similar fields (10 points);
* Experience working with GCF, GEF or other donors funded project (10 points);
* Work experience in relevant technical areas for at least 8 years (10 points);
* Demonstrable analytical skills and understanding of issues related to gender; experience in gender sensitive evaluation and analysis (10 point).
* Excellent communication skills (5 points);
* Project evaluation/review experiences within United Nations system will be considered an asset (10 Points);

Education and Language

* A Master’s degree in Electrical engineering, Energy Economics, Renewable Energy, Management, or other closely related field (15 points).
* Fluency in written and spoken English; Excellent communication skills in English; (10 points)

*Financial Criteria - 30% of total evaluation – max. 30 points:*

Evaluator Ethics

The Interim Evaluation team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This MTR will be conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'](http://www.unevaluation.org/ethicalguidelines). The Interim Evaluation team 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 Interim Evaluation team must also ensure security of collected information before and after the Interim Evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information, knowledge and data gathered in the Interim Evaluation process must also be solely used for the Interim Evaluation and not for other uses without the express authorization of UNDP and partners.

PAYMENT MODALITIES AND SPECIFICATIONS

20% of payment upon approval of the final Interim Evaluation Inception Report

50% upon submission of the draft Interim Evaluation report

30% upon finalization of the Interim Evaluation report

APPLICATION PROCESS[[8]](#footnote-8)

**Recommended Presentation of Proposal:**

1. **Letter of Confirmation of Interest and Availability** using the [template](https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx)[[9]](#footnote-9) provided by UNDP;
2. **CV** and a **Personal History Form** ([P11 form](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)[[10]](#footnote-10));
3. **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
4. **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](http://procurement-notices.undp.org/view_file.cfm?doc_id=29916). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the address **United Nations Development Programme, 6th Floor, Anglo House Mauritius, Intendence street, Port Louis, Mauritius** in a sealed envelope indicating the following reference “Consultant for the GCF funded project titled - ‘Accelerating the transformational shift to a low carbon economy in the Republic of Mauritius - Midterm Review” or by email at the following address ONLY: **procurement.mu@undp.org** This email address is being protected from spam bots, you need Javascript enabled to view it by ***16:00 hrs on 30 June 2020*** Incomplete applications will be excluded from further consideration.

**Criteria for Evaluation of Proposal:** Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70%and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions will be awarded the contract.

**ToR ANNEX A: List of Documents to be reviewed by the Interim Evaluation Team**

1. Funding Proposal
2. UNDP Project Document
3. UNDP Environmental and Social Screening results
4. Project Inception Report
5. All Annual Performance Reports (APRs)
6. Progress reports and work plans of the various implementation task teams
7. Audit reports
8. Mission reports
9. All monitoring reports prepared by the project
10. Financial and Administration guidelines used by Project Team

The following documents will also be available:

1. Project operational guidelines, manuals and systems
2. UNDP country/countries programme document(s)
3. Minutes of the Project Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)
4. Project site location maps

**ToR ANNEX B: Guidelines on Contents for the Interim Evaluation Report**[[11]](#footnote-11)

|  |  |
| --- | --- |
| **i.** | Basic Report Information *(for opening page or title page)** Title of UNDP-supported GCF-financed project
* UNDP PIMS# and GCF project ID#
* Interim Evaluation time frame and date of report
* Region and countries included in the project
* Executing Agency/Implementing Partner and other project partners
* Interim Evaluation team members
* Acknowledgements
 |
| **ii.**  | Table of Contents |
| **iii.** | Acronyms and Abbreviations |
| **1.** | Executive Summary *(3-5 pages)* * Project Information Table
* Project Description (brief)
* Project Progress Summary (between 200-500 words)
* Interim Evaluation Ratings & Achievement Summary Table
* Concise summary of conclusions
* Recommendation Summary Table
 |
| **2.** | Introduction *(2-3 pages)** Purpose of the Interim Evaluation and objectives
* Scope & Methodology: principles of design and execution of the Interim Evaluation, Interim Evaluation approach and data collection methods, limitations
* Structure of the Interim Evaluation report
 |
| **3.** | Project Description and Background Context *(3-5 pages)** Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
* Problems that the project sought to address: threats and barriers targeted
* Project Description and Strategy: objective, outcomes and expected results, description of field sites (if any)
* Project Implementation Arrangements: short description of the Project Board, key implementing partner arrangements, etc.
* Project timing and milestones
* Main stakeholders: summary list
 |
| **4.** | Findings *(12-14 pages)* |
| **4.1** | Project Strategy* Project Design
* Results Framework/Logframe
 |
| **4.2** | Relevance |
| **4.3** | Effectiveness and Efficiency |
| **4.4** | Progress Towards Results * Progress towards outcomes analysis
* Remaining barriers to achieving the project objective
 |
| **4.5** | Project Implementation and Adaptive Management* Management Arrangements
* Work planning
* Finance and co-finance
* Coherence in climate finance delivery with other multilateral entities
* Project-level monitoring and evaluation systems
* Stakeholder engagement
* Reporting
* Communications
 |
| **4.6** | Sustainability* Financial risks to sustainability
* Socio-economic to sustainability
* Institutional framework and governance risks to sustainability
* Environmental risks to sustainability
 |
| **4.7** | Country Ownership |
| **4.8** | Innovativeness in results areas |
| **4.9** | Unexpected results, both positive and negative |
| **4.10** | Replication and Scalability |
| **4.11** | Gender Equity |
| **5.** | Conclusions and Recommendations *(4-6 pages)* |
|  |  **5.1**   | Conclusions * Comprehensive and balanced statements (that are evidence-based and connected to the Interim Evaluation’s findings) which highlight the strengths, weaknesses and results of the project
 |
|  **5.2** | Recommendations * Corrective actions for the design, implementation, monitoring and evaluation of the project
* Actions to follow up or reinforce initial benefits from the project
* Proposals for future directions underlining main objectives
 |
| **6.**  | Annexes* Interim Evaluation ToR (excluding ToR annexes)
* Interim Evaluation evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
* Example Questionnaire or Interview Guide used for data collection
* Ratings Scales
* Mission itinerary
* List of persons interviewed
* List of documents reviewed
* Co-financing table (if not previously included in the body of the report)
* Signed UNEG Code of Conduct form
* Signed Interim Evaluation final report clearance form
* *Annexed in a separate file:* Audit trail from received comments on draft Interim Evaluaton report
 |

**ToR ANNEX C: Interim Evaluation Evaluative Matrix Template**

*(Questions to be filled out by the Commissioning Unit)*

This Interim Evaluation Evaluative Matrix must be fully completed/amended by the consultant and included in the Inception Report and as an Annex to the Interim Evaluation report.

|  |  |  |  |
| --- | --- | --- | --- |
| **Evaluative Questions** | **Indicators** | **Sources** | **Methodology** |
| **Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?**  |
| (include evaluative question(s)) | (i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.) | (i.e. project documents, national policies or strategies, websites, project staff, project partners, data collected throughout the evaluation mission, etc.) | (i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.) |
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| **Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?** |
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| **Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project’s implementation?** |
|  |  |  |  |
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| **Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?** |
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**ToR ANNEX D: UNEG Code of Conduct for Evaluators/Interim Evaluation Consultants[[12]](#footnote-12)**

**Evaluators/Consultants:**

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

**Interim Evaluation Consultant Agreement Form**

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

Name of Consultant: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name of Consultancy Organization (where relevant): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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

Signed at *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Place)* on *\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Date)*

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**ToR ANNEX E: Interim Evaluation Ratings**

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| **Ratings for Progress Towards Results:** (one rating for each outcome and for the objective) |
| 6 | Highly Satisfactory (HS) | The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”. |
| 5 | Satisfactory (S) | The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings. |
| 4 | Moderately Satisfactory (MS) | The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings. |
| 3 | Moderately Unsatisfactory (HU) | The objective/outcome is expected to achieve its end-of-project targets with major shortcomings. |
| 2 | Unsatisfactory (U) | The objective/outcome is expected not to achieve most of its end-of-project targets. |
| 1 | Highly Unsatisfactory (HU) | The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets. |

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| **Ratings for Project Implementation & Adaptive Management:** (one overall rating) |
| 6 | Highly Satisfactory (HS) | Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”. |
| 5 | Satisfactory (S) | Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action. |
| 4 | Moderately Satisfactory (MS) | Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action. |
| 3 | Moderately Unsatisfactory (MU) | Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action. |
| 2 | Unsatisfactory (U) | Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management. |
| 1 | Highly Unsatisfactory (HU) | Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management. |

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| **Ratings for Sustainability:** (one overall rating) |
| 4 | Likely (L) | Negligible risks to sustainability, with key outcomes on track to be achieved by the project’s closure and expected to continue into the foreseeable future |
| 3 | Moderately Likely (ML) | Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review |
| 2 | Moderately Unlikely (MU) | Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on |
| 1 | Unlikely (U) | Severe risks that project outcomes as well as key outputs will not be sustained |

**ToR ANNEX F: Interim Evaluation Report Clearance Form**

*(to be completed and signed by the Commissioning Unit and UNDP-GEF RTA and included in the final report)*

**Interim Evaluation Report Reviewed and Cleared By:**

**Commissioning Unit**

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**UNDP-GEF Regional Technical Advisor**

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**ToR ANNEX G: Audit Trail Template**

*Note:* The following is a template for the Interim Evaluation Team to show how the received comments on the draft Interim Evaluation report have (or have not) been incorporated into the final report. This audit trail should be listed as an annex in the final report but not attached to the report file.

**To the comments received on (*date*) from the Interim Evaluation of ‘Accelerating the transformational shift to a low carbon economy in the Republic of Mauritius (UNDP Project ID 00106328-*PIMS 5681)***

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

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Author** | **#** | **Para No./ comment location**  | **Comment/Feedback on the draft report** | **Interim Evaluation team****response and actions taken** |
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1. For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](http://www.undp.org/content/undp/en/home/librarypage/capacity-building/discussion-paper--innovations-in-monitoring---evaluating-results/), 05 Nov 2013. [↑](#footnote-ref-1)
2. Populate with data from the Logframe and scorecards [↑](#footnote-ref-2)
3. Populate with data from the Project Document [↑](#footnote-ref-3)
4. If available [↑](#footnote-ref-4)
5. Colour code this column only [↑](#footnote-ref-5)
6. Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU [↑](#footnote-ref-6)
7. Source: SDG Indicators Global Database, <http://unstats.un.org/sds/indicators/database> [↑](#footnote-ref-7)
8. Engagement of the consultants should be done in line with guidelines for hiring consultants in the POPP: <https://info.undp.org/global/popp/Pages/default.aspx> [↑](#footnote-ref-8)
9. <https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx> [↑](#footnote-ref-9)
10. <http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc> [↑](#footnote-ref-10)
11. The Report length should not exceed *40* pages in total (not including annexes). [↑](#footnote-ref-11)
12. <http://www.unevaluation.org/document/detail/100> [↑](#footnote-ref-12)