



## Terminal Evaluation Terms of Reference

### 1. INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. These Terms of Reference (ToR) set out the expectations for the TE of the full-sized project "Removing Barriers to Wind Power Development in Belarus" implemented through the UNDP (Implementing Agency) and Ministry of Natural Resources and Environmental protection of the Republic of Belarus (Executing Agency) via full NIM modality. The project started on 1 January 2015 and is in its sixth year of implementation. The TE process must follow the guidance outlined in the document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects' ([http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf)).

### 2. PROJECT BACKGROUND AND CONTEXT`

The United Nations Development Programme (hereinafter – UNDP) plays a key role as a partner of the Government of Belarus in the implementation of programs and policies to improve energy efficiency and introduce renewable energy sources. In particular, UNDP supports the Government of Belarus by virtue of the country's capacity building and arrangement of conditions for wind power development to achieve the goals to reduce the GDP energy intensity within the framework of the project "Removing Barriers to Wind Power Development in Belarus" financed by the GEF under the Climate Change Strategy (<https://www.thegef.org/project/removing-barriers-wind-power-development-belarus>).

This project provides for support in removing barriers to the implementation of projects in the field of wind power in the Republic of Belarus. Within the framework of this project, it is proposed to create financially viable partnership between the state and the private sector in order to promote investment activities in the Republic of Belarus through initial capital and to demonstrate practical elaborations in wind power on a market basis. By the time of the project completion it is expected to create stable incentive conditions and procedures for the assistance in the implementation of wind power projects with a total installed capacity of not less than 25 MW.

With 3.045 m US\$ from the GEF, the Project will have a total volume of 43.945 m US\$. Co-financing is 40.900 m US\$ provided by the UNDP, Byelorussian institutions and enterprises.

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the project "Removing Barriers to Wind Power Development in Belarus" (PIMS #4462).

The essentials of the project to be evaluated are as follows:

Project Summary Table

Project Title:		Removing Barriers to Wind Power Development in Belarus (PIMS #4462)		
GEF Project ID:	00087557		<i>at endorsement</i> <i>(Million US\$)</i>	<i>at completion</i> <i>(Million US\$)</i>
PINS #:	4462	GEF financing:	3.045	
Country:	Belarus	UNDP (cash and in-kind):	0.600	
Region:	RBEC	Government:	3.300	
Focal Area:	Climate Change	Other:	37.000	
FA Objectives, (OP/SP):	SP-2: 1. Renewable energy policy and regulation in place. 2. Renewable energy capacity installed. 3. Electricity produced from renewable source	Total co-financing:	40.900	
Executing Agency:	Ministry of Natural Resources and Environmental protection of the Republic of Belarus (MNRE)	Total Project Cost:	43.945	
Other Partners involved:	Department for Hydrometeorology, Ministry of Economy, Department for Energy Efficiency, Ministry of Energy, State Electricity Production Association ("Belenergo"), Ministry of Foreign Affairs, Enertrag, Triple, ENECA, Renewable Energy Association, "Ecoproject Partnership", "Green Network" Civil Association, EBRD, NEFCO, KfW, Belarusian Research Centre "Ecology", Institute for Nature Management National Academy of	ProDoc Signature:		July, 2014
		ProDoc Registration (date project began):		January 1, 2015
		(Operational) Closing Date:	Proposed: December 31, 2020	Actual: December 31, 2020

	Sciences of Belarus, Belinvestbank			
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The project aims to render assistance in removing barriers to wind power development in the Republic of Belarus. The Project's contribution to the achievement of this goal will be measured by its success in the development of not less than 5 sites for the construction of wind farms, that will directly or indirectly lead to obtaining permits, financing and construction of wind mills with a capacity of at least 25 MW in Belarus. The project task is the creation and application of such a mechanism for these wind power stations, which will become a standard scheme in the future and will open up opportunities for the prospective development of wind power stations by private developer's companies. The major problem that the project seeks to address is that wind power in Belarus is not commercially attractive to private investments in the creation of wind farms due to certain barriers. In order to support the development of wind power in the Republic of Belarus, it is necessary to overcome a number of obstacles. In the course of the project, such obstacles are identified and practical measures to overcome them are developed and introduced.

The project is executed by the UNDP (Implementing Agency) and MNREP (Executing Agency) in cooperation with the governmental stakeholders, private sector, international and national financial institutions, international agencies, local research and development institutions and NGOs.

### **3. TE PURPOSE**

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

The TE will be carried out by a team of 1 international consultant/evaluator working with 1 national consultant/evaluator. The TE will be conducted according to the guidance, rules and procedures established by the UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

### **4. TE APPROACH & METHODOLOGY**

The TE report must provide evidence-based information that is credible, reliable and useful.

The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to UNDP Belarus, Ministry of Natural Resources and Environment Protection of the Republic of Belarus, Wind Energy Support Unit (WESU), Wind Private Finance Initiative (WPFI), private sector companies including Turkish company Guris and other potential investors in wind energy in Belarus; executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

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

## 5. DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects ([http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf)). The Findings section of the TE report will cover the topics listed below.

A full outline of the TE report's content is provided in ToR Annex C.

The asterisk "\*" indicates criteria for which a rating is required.

### Findings

#### i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards

- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E(\*)
- Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
- Risk Management, including Social and Environmental Standards

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
- Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the

project, 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 the GEF, including issues in relation to gender equality and women’s empowerment.

- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

**ToR Table 2: Evaluation Ratings Table for the UNDP-GEF project “Removing Barriers to Wind Power Development in Belarus”**

Monitoring & Evaluation (M&E)	Rating <sup>1</sup>
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

<sup>1</sup> Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

## 6. TIMEFRAME

The total duration of the TE will be *25 working days* over a time period starting on 10 March, 2021 and ending on 10 May, 2021. The tentative TE timeframe is as follows:

Timeframe	Activity
January 5 <sup>th</sup> , 2021	Application closes
March 10 <sup>th</sup> , 2021	Selection of TE team
March 15 <sup>th</sup> , 2021	Preparation period for TE team (handover of documentation)
March 19 <sup>th</sup> , 2021	Document review and preparation of TE Inception Report
March 22 <sup>nd</sup> , 2021	Finalization and Validation of TE Inception Report
April 10 <sup>th</sup> , 2021	Stakeholder meetings/ interviews
April 18 <sup>th</sup> , 2021	Preparation of draft TE report
April 28 <sup>th</sup> , 2021	Circulation of draft TE report for comments
May 10 <sup>th</sup> , 2021	Incorporation of comments on the draft TE report into Audit Trail & finalization of TE report
May 10 <sup>th</sup> , 2021	Expected date of full TE completion

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

## 7. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	March 22 <sup>nd</sup> , 2021	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	April 18 <sup>th</sup> , 2021	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report ( <i>using guidelines on report content in ToR Annex C</i> ) with annexes	April 28 <sup>th</sup> , 2021	TE team submits to Commissioning Unit; reviewed by BPPS-GEF RTA, Project Coordinating Unit, GEF OFP
4	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final	May 10 <sup>th</sup> , 2021	TE team submits both documents to the Commissioning Unit

		TE report <i>(See template in ToR Annex H)</i>		
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\*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.<sup>2</sup>

## 8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP Country Office.

The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems for the TE team. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews.

## 9. TE TEAM COMPOSITION

A team of two independent evaluators will conduct the TE – one team leader (with experience and exposure to projects and evaluations in other regions) and one team expert, from the country of the project. The team leader will be responsible for the overall design and writing of the TE report. The team expert will assess the extent, to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements (A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: <https://www.gefio.org/sites/default/files/ieo/ieo-documents/ops4-m02-roti.pdf>).

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

The selection of evaluators will be aimed at maximizing the overall "team" qualities in the following areas:

### Education

- An advanced university degree (MSc or higher) in the project related field: (mechanical/electrical/process/agriculture/forestry/environment engineering or economy);

### Competencies

- Strong written communication skills confirmed by at least 2 examples of reports;
- Strong oral communication skills;

<sup>2</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>



- Ability to work independently and in teams;
- Ability to summarize and systematize complex information and identify priorities for follow up activities confirmed by at least 2 examples of reports;

### Experience

- Minimum 10 years of proven professional experience in energy/environmental sector since obtaining degree;
- Track record of professional international experience in project development/management/monitoring/evaluation in CC portfolio, at least 3 projects;
- Proven record of managed/developed GEF projects, at least 2;
- Proven record on evaluated GEF projects, at least 2;
- Good knowledge of international experiences, state of the art approaches and best practices in the specific areas the project and its subcomponents are dealing with;
- Experience in working with wide range of stakeholders (private, government, etc.);
- Broad understanding and knowledge of comparative experiences in implementation of EU legislation on energy efficiency and renewable energy sources
- Experience with implementing evaluations remotely will be considered an asset.

### Language

- Fluency in English;
- Fluency in Russian will be an advantage.

## **10. EVALUATOR ETHICS**

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator 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 evaluator 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 without the express authorization of UNDP and partners.

## **11. PAYMENT SCHEDULE**

- 20% payment upon completion of Deliverable 1, March 22<sup>nd</sup>, 2021- satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit;
- 40% payment upon completion of Deliverable 2 and 3, April 28<sup>th</sup>, 2021 - satisfactory delivery of the draft TE report to the Commissioning Unit;

- 40% payment upon completion of Deliverable 4, May 10<sup>th</sup>, 2021 - satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail.

Criteria for issuing the final payment of 40%:

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.

## 12. APPLICATION PROCESS<sup>3</sup>

Recommended Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- b) **CV** or a **Personal History Form** ([P11 form](#)<sup>4</sup>);
- c) 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);
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. 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;
- e) at least 2 examples of reports.

All application materials should be submitted to the e-mail [tenders.by@undp.org](mailto:tenders.by@undp.org) indicating the following reference "Consultant for Terminal Evaluation of UNDP-GEF project "Removing Barriers to Wind Power Development in Belarus" no later than 23:59 29<sup>th</sup> December 2020 (Minsk time). 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.

<sup>3</sup> Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://poppp.undp.org/SitePages/POPPRoot.aspx>

<sup>4</sup> [http://www.undp.org/content/dam/undp/library/corporate/Careers/P11\\_Personal\\_history\\_form.doc](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)

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### **13. TOR ANNEXES**

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail

## ToR Annex A: Project Logical/Results Framework

The targets should be consistent and the overall level of ambition of the project should not be reduced; the number of selected projects can be reduced but the overall target can and should stay unchanged (at least 25 MW); the target for Outcome 1 shouldn't include FiT scheme; an Output should be added (see the Recommendation 6) to the Outcome 4.

Suggested changes were elaborated in the MTR report and summarized in the table below.

<b>Project component</b>	<b>End of project targets as defined in the Project Results Frameworks (PRF) attached to the Inception Report (IR)</b>	<b>Changes between the original PRF and the one in the IR</b>	<b>Component specific changes to the logframe suggested by the MTR</b>	<b>Project management response and suggested revised end of project targets</b>
<b>Project Objective:</b> Removing Barriers to Wind Power Development in Belarus and the installation of over 25 MW of nameplate generating capacity with a minimum of 5 MW per project and the generation of >1 million MWh of renewable energy and achieving direct greenhouse gas emission reductions totaling >500,000 tonnes of CO <sub>2</sub> equivalent	10 active debt and equity investors; 25 MW with a minimum of 5 MW per project	Yes	The number of selected projects can be reduced but the overall target can and should stay unchanged (at least 25 MW)	At least one project with the capacity not less than 25 MW
<b>Outcome 1:</b> Secondary Legislation is in place to support wind energy with the support of the project	A financeable feed-in-tariff including transmission charges – Enabling legislation in place with the assistance of GEF project. Rules and procedures for grid connection.- Secondary legislation and regulations and procedures for grid connection and financing grid connection with the assistance of the	Yes	Outcome 1 shouldn't include FiT scheme	Auction system is in place

	GEF project. <sup>5</sup>			
<b>Outcome 2:</b> Increased confidence in the profitability of wind power projects in Belarus	Clear guidelines and viable examples of Wind Farm investments in place - Completion of 5 wind farms providing a clear FIT, guidelines and confidence for future development.	Yes	The number of selected projects can be reduced but the overall target can and should stay unchanged (at least 25 MW)	Completion of at least one wind farm with the installed capacity of 25 MW providing a clear FIT, guidelines and confidence for future development
	Developed and published manuals - Comprehensive manual			
<b>Outcome 3:</b> An Investment Grant is made by the GEF project which funds the WPFI	Availability of adequate funding for the WPFI and the PMU - \$XX mm	No	NA	NA
	Selection of an outside consultant capable of performing the development work - At least 1	No	NA	NA
	Installation of at least five meteorological towers are installed and data is collected for at least one year.- 6	No	NA	NA
	The WPFI, a private entity, obtains permits and Investment Agreements for at least 5 projects - 5 or >	No	NA	NA
	The WPFI, a private entity, successfully tenders at least 5 projects and finds acceptable level of investor interest - 5 or >	Yes	The number of selected projects can be reduced but the overall target can and should stay unchanged (at least 25 MW)	The WPFI, a private entity, successfully tenders at least 1 project with the installed capacity not less than 25 MW and finds acceptable level of investor interest - 1 or >

<sup>5</sup> It is clear that it is not tenable for Belenergo to pay for the grid connection out of Belenergo's finances. Belarus needs a mechanism for financing these expenses.

<b>Outcome 4:</b> At least (5) wind farm projects are successfully developed and the WPFI continues to operate past the lifetime of the project	WPFI, a private entity, develops 5 wind farms which developers purchase and proceed to construction.	Yes	The number of selected projects can be reduced but the overall target can and should stay unchanged (at least 25 MW)	WPFI, a private entity, develops 5 wind farms of which at least one with the capacity of not less than 25 MW is purchased by developers and proceeded to construction.
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## ToR Annex B: Project Information Package to be reviewed by TE team

#	Item (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Inception Workshop Report
7	Mid-Term Review report and management response to MTR recommendations
8	All Project Implementation Reports (PIRs)
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
10	Oversight mission reports
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
16	Audit reports
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
18	Sample of project communications materials
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
21	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or "catalytic" results)

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23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
24	UNDP Country Programme Document (CPD)
25	List/map of project sites, highlighting suggested visits
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes
<i>Add documents, as required</i>	

## ToR Annex C: Content of the TE report

- i. Title page
  - Tile of UNDP-supported GEF-financed project
  - UNDP PIMS ID and GEF ID
  - TE timeframe and date of final TE report
  - Region and countries included in the project
  - GEF Focal Area/Strategic Program
  - Executing Agency, Implementing partner and other project partners
  - TE Team members
- ii. Acknowledgements
- iii. Table of Contents
- iv. Acronyms and Abbreviations
1. Executive Summary (3-4 pages)
  - Project Information Table
  - Project Description (brief)
  - Evaluation Ratings Table
  - Concise summary of findings, conclusions and lessons learned
  - Recommendations summary table
2. Introduction (2-3 pages)
  - Purpose and objective of the TE
  - Scope
  - Methodology
  - Data Collection & Analysis
  - Ethics
  - Limitations to the evaluation
  - Structure of the TE report
3. Project Description (3-5 pages)
  - Project start and duration, including milestones
  - 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
  - Immediate and development objectives of the project

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- Expected results
  - Main stakeholders: summary list
  - Theory of Change
4. Findings  
(in addition to a descriptive assessment, all criteria marked with (\*) must be given a rating<sup>6</sup>)
- 4.1 Project Design/Formulation
- Analysis of Results Framework: project logic and strategy, indicators
  - Assumptions and Risks
  - Lessons from other relevant projects (e.g. same focal area) incorporated into project design
  - Planned stakeholder participation
  - Linkages between project and other interventions within the sector
- 4.1 Project Implementation
- Adaptive management (changes to the project design and project outputs during implementation)
  - Actual stakeholder participation and partnership arrangements
  - Project Finance and Co-finance
  - Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
  - UNDP implementation/oversight (\*) and Implementing Partner execution (\*), overall project implementation/execution (\*), coordination, and operational issues
- 4.2 Project Results
- Progress towards objective and expected outcomes (\*)
  - Relevance (\*)
  - Effectiveness (\*)
  - Efficiency (\*)
  - Overall Outcome (\*)
  - Country ownership
  - Gender
  - Other Cross-cutting Issues
  - Social and Environmental Standards
  - Sustainability: financial (\*), socio-economic (\*), institutional framework and governance (\*), environmental (\*), and overall likelihood (\*)
  - Country Ownership
  - Gender equality and women's empowerment
  - Cross-cutting Issues
  - GEF Additionality
  - Catalytic Role / Replication Effect
  - Progress to Impact
5. Main Findings, Conclusions, Recommendations & Lessons
- Main Findings

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<sup>6</sup> See ToR Annex F for rating scales.



- Conclusions
- Recommendations
- Lessons Learned

#### 6. Annexes

- TE ToR (excluding ToR annexes)
- TE Mission itinerary
- List of persons interviewed
- List of documents reviewed
- Summary of field visits
- Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire used and summary of results
- Co-financing tables (if not include in body of report)
- TE Rating scales
- Signed Evaluation Consultant Agreement form
- Signed UNEG Code of Conduct form
- Signed TE Report Clearance form
- *Annexed in a separate file:* TE Audit Trail
- *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

### ToR Annex D: Evaluation Criteria Matrix template

<b>Evaluative Criteria Questions</b>	<b>Indicators</b>	<b>Sources</b>	<b>Methodology</b>
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities a the local, regional and national level?			
<i>(include evaluative questions)</i>	<i>(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)</i>	<i>(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)</i>	<i>(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)</i>
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			

Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
Gender equality and women’s empowerment: How did the project contribute to gender equality and women’s empowerment?			
Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			
<i>(Expand the table to include questions for all criteria being assessed: Monitoring &amp; Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)</i>			

## ToR Annex E: UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

### 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 imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

### Evaluation Consultant Agreement Form

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

Name of Evaluator: \_\_\_\_\_

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 F: TE Rating Scales

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
<p>6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5 = Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4 = Likely (L): negligible risks to sustainability</p> <p>3 = Moderately Likely (ML): moderate risks to sustainability</p> <p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>

## ToR Annex G: TE Report Clearance Form

<b>Terminal Evaluation Report for <i>(Project Title &amp; UNDP PIMS ID)</i> Reviewed and Cleared By:</b>	
<b>Commissioning Unit (M&amp;E Focal Point)</b>	
Name: _____	
Signature: _____	Date: _____
<b>Regional Technical Advisor (Nature, Climate and Energy)</b>	
Name: _____	
Signature: _____	Date: _____

## ToR Annex H: TE Audit Trail

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

**To the comments received on (date) from the Terminal Evaluation of (project name) (UNDP Project PIMS #)**

The following comments were provided to the draft TE report; they are referenced by institution/organization (do not include the commentator's name) and track change comment number ("#" column):

<b>Institution/ Organization</b>	<b>#</b>	<b>Para No./ comment location</b>	<b>Comment/Feedback on the draft TE report</b>	<b>TE team response and actions taken</b>