# Individual Contract

# Terms of References

## Identification of the Position

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| --- | --- |
| Job Title: | International Consultant for Final Project Evaluation |
| Project: | Economic Governance for Growth |
| Supervisor: | Country Office Evaluation Manager |
| Location: | Bosnia and Herzegovina |
| Travel requirement: | No |
| Practice Area: | Sustainable Development and Poverty Reduction |
| Application deadline: | Click or tap to enter a date. |
| Type of Contract: | International |
| Duration: | September 2021 (up to 20 expert days) |
| Presence in the UNDP premises | Home based |

## Background and context

## Bosnia and Herzegovina (BIH) is an upper middle-income country in Southeast Europe with a population of 3.5 million. Accession to the European Union (EU) is an over-arching priority. Over two decades after the signing of the Dayton Peace Agreement, the EU accession is constrained by limited reform progress, frequent institutional and political deadlocks that hamper public sector performance and weaken citizens’ trust in government. The Opinion on BIH’ EU membership application3 indicates the country needs to significantly step up its efforts to align with the EU Acquis and enforce related legislation.

The human development and economic development trends show vulnerability. The 2020 Human Development Index is 0.780, placing the country in the high human development category. In 2020, unemployment stands high at 16.6%[[1]](#footnote-2), particularly among young people (63.2%).

The governance system of BIH is extremely complex. The country comprises two entities - the Federation of Bosnia and Herzegovina (FBIH) and Republika Srpska (RS), with Brčko District as autonomous self-government, 10 cantons within the Federation of Bosnia and Herzegovina, as well as 145 local governments country-wide.

Policy design and delivery capabilities and systems are insufficient, challenged by complex vertical and horizontal cross-governmental coordination, which undermines quality of public service delivery and the potential to lift the country’s growth potential. The speed of public administration reform is slow, guided by the Strategic Framework of Public Administration Reform in BIH 2018-2022[[2]](#footnote-3).

Importantly, authorities at all levels in the country collaborated in the design of the 2030 Sustainable Development Goals Framework in BIH (SDG Framework in BIH), adopted in April 2030, which offers a unique opportunity for a common long-term sustainable development agenda.

**Sector specific context**

BiH economy was growing slightly above 3% per annum 2016-2018, but the rate of growth slowed down to 2.7% in 2019. The COVID-related shock disrupted BiH’s economic growth. The real GDP contraction of over 5% in 2020 implied GDP loss of 8% compared to the pre-COVID-19 growth trend. Expected recovery GDP rate is at 3.5% in 2021. The expected negative shock in BiH is smaller compared to the EU average of -8.3%.

One of the major obstacles reported by businesses in Bosnia and Herzegovina, especially those that are expanding and adopting innovative technologies that are a prerequisite for accessing high value markets, is the lack of skilled labour despite the high numbers of formally unemployed registered by the relevant government agencies. This is especially relevant for the ICT sector, which is facing very serious shortage of skilled labour force. Businesses thus tend to invest substantial resources and time to train and retrain newly recruited employees, representing a real financial burden and causing significant financial losses due to delays in delivery of goods to buyers, low quality of products, waste of raw materials etc. All of this has a negative impact on their competitiveness in the market. The abundance of unemployed labour, especially youth, represents an important potential to meet the labour demand of the growing industries, but this is only possible if their skills are aligned with the needs of growing industries.

**About the Project**

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| --- | --- | --- |
| **Project title** | Economic Governance for Growth | |
| **Atlas ID** | 00113375 | |
| **Corporate outcome and output** | UNDP Strategic Plan 2018-2021, Outcome 2, Output 1.2.1 | |
| **Country** | Bosnia and Herzegovina | |
| **Date Project document signed** | 1 December 2018 | |
| **Project dates** | 1 December 2018 | 30 September 2021 |
|  |  |
| **Project budget** | USD 2,399,114.00 | |
| Project expenditure at the time of evaluation | USD 1,593,858.32 | |
| **Funding source** | The Kingdom of Norway | |
| **Implementing party** | UNDP | |

[The Economic Governance for Growth Project](https://open.undp.org/projects/00113375), financed by the Kingdom of Norway and implemented by UNDP, is designed to contribute to economic growth and entrepreneurship development, improving economic governance and fostering the growth of market-oriented capabilities for a knowledge-based economy in BiH.

At the level of **Impact,** the Project contributes to economic growth and employment in BiH.

At the **Outcome** level, the Project contributes to improvements in economic governance by partner authorities, illustrated by better public spending and more investment in economic incentives, and a marked increase in employability of targeted individuals, brought about by short-, mid- and long-term investment in knowledge, skills and attitudes.

The Project pursues an integrated approach to generating economic growth opportunities in target localities through activities grouped into two inter-related and closely connected pillars/outputs.

Output 1) Increased entrepreneurship capabilities for economy of the future; and

Output 2) Private sector development enabled by conducive governance frameworks.

To achieve Output 1, the Project helps address gaps in the entrepreneurial environment in BiH, delivering short, medium and long-term measures aimed at boosting the ranks and improving the competitiveness of entrepreneurs and pursuing a market-share in future-facing industries. The Project is focused on supporting fast-growing, export-oriented industries via tailor-made assistance to emerging and mature entrepreneurs. In addition to this, the Project works on setting up STEM academies through piloted entrepreneurship curricula and “fab labs” in selected primary and secondary schools, thus supporting entrepreneurship development in targeted areas. All these activities in long-term lead to upgrade of entrepreneurship and innovation ecosystem and establishment of local networking and partnership opportunities for emerging entrepreneurs.

The Project’s Output 2 focuses on improvement of financial management capacity for local government officials and works to upgrade economic infrastructure and increase both size and effectiveness of financial incentives aimed for the private sector.

The Project was initially envisaged to last 30 months, however, due to the complexity and requests from the beneficiaries linked to COVID-19 pandemic, the Project was approved a no cost extension for additional 4 months, adding up to total 34 months (by the end of September 2021).

*Detailed outline of the Project Result Framework is available in Annex 1.*

Partnerships:

The key Project partners and their roles include:

* Ten local governments (Žepče, Doboj, Orašje, Odžak, Modriča, Gradiška, Banja Luka, Tešanj, Stari Grad Sarajevo and Center Sarajevo);
* Two cantonal governments (Posavina Canton, Sarajevo Canton);
* Ministry of Education of Sarajevo Canton;
* Private sector companies;
* Selected elementary schools, high schools and universities.

*Overview of key stakeholders and partners and their roles in evaluation is provided in Annex 2.*

Target groups and beneficiaries:

* **Municipal governments** have an important role in creation of a business-friendly environment which is conducive to fostering of entrepreneurship endeavors and private sector development at the local level. However, they suffer from chronical administrative and financial inefficiencies to effectively manage delivery of such services.
* **Citizens** who are increasingly dissatisfied with lack of meaningful job opportunities and students.
* **Educational institutions** whose activities are hampered by the lack of know-how as well as resources to upgrade service delivery, improve and introduce new curricula etc.
* **Local businesses**, which need conducive business environment in order to operate smoothly thus becoming or remaining drivers of economic development at the local level.

Main achievements:

The Projects’ indicators are steadily progressing towards the final targets, and in some cases surpassing the expected results. Some of the key Project achievements include:

* Developed a research report on the future of the information technology sector.
* Revised the Employment Action Plan for the Canton Sarajevo Development Strategy 2021-2027.
* Implemented the start-up cycle schemes, creating a total of 64 new businesses and 84 new jobs.
* Nine BiH software companies received financial support to implement projects that have led to the expected creation of over 40 new high-quality jobs.
* Established a network of 22 STEM classrooms and fab-labs with 86 teachers successfully completed the requisite training program. Developed a comprehensive curriculum for entrepreneurship piloted in two high schools. The roll-out was supported by a comprehensive training program for 22 instructors.
* The project designed and administered a survey of 60+ entrepreneurs from fastest growing, high-revenue industries in the country, in an attempt to map critical barriers to entrepreneurship. Introduced smarter spending and revenue generation by partner governments.
* The Sarajevo Cantonal Government adopted the findings and recommendations laid out in the spending review in September 2020 conducted by EGG, enabling further engagement in the area of fiscal optimization.
* The Project provided a detailed government budget review of Brcko District, providing a series of recommendations and optimization measures.
* Redesigned and restructured government incentive schemes aimed at supporting entrepreneurship, private sector development, and job creation in 9 local governments.
* The Project prepared Manual for preparation of grant schemes as well as a short guide for the verification, monitoring and evaluation of projects funded through the grant programs.
* Project supported the Sarajevo Cantonal Government in establishing a Credit Guarantee Fund (CGF) to enable affected SMEs to access the financing necessary to drive their recovery.
* Four partner local governments with best overall project results were awarded grants to implement priority infrastructure interventions.

Impact of Covid-19: Starting from March 2020, the Projects’ implementation was negatively affected by the global outbreak of the COVID-19 pandemic. The COVID-19 imposed lockdown resulted in temporary halt of the activities in the field, which caused delays in timely completion of some of the activities. The Project has readjusted its activities to the new mode of work and importantly, supported the partners in addressing recovery from and resilience to pandemic. More specifically, resilience to crises has been systematically addressed by the Project, helping local authorities mitigate negative consequences of the pandemic in order to protect public health, stimulate the economic activity, job creation and local development.

Relevance and alignment:

The Project is in line with the European Union’s Revised Indicative Strategy Paper for BIH (2014-2020), or more specifically with its priority “Competitiveness and innovation, local development strategies”.

The Project originates from the Outcome 4 related to both, the United Nations Development Assistance Framework (UNDAF) 2015-2020 and the UNDP Country Programme Document (CPD) 2015-2020. The Project is also linked to the new UNDP Country Programme Document for Bosnia and Herzegovina, Outcome 1. By 2025, people benefit from resilient, inclusive and sustainable growth ensured by the convergence of economic development, and management of environment and cultural resources.

The Project works with local actors to promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation. In parallel, the Project is engaged with the private sector to increase its competitiveness by achieving higher levels of economic productivity through technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors such as ICT sector. As such, the Project contributes to the achievement of targets set under the SDG 8: Decent Work and Economic Growth as well as the SDG 9: Industry, Innovation and Infrastructure.

## Evaluation purpose, objectives and scope

**a) Purpose**

## The purpose of this Final Project Evaluation (the Evaluation) is to provide an impartial review of **the Economic Governance for Growth (EGG) Project**, in terms of its relevance, coherence, effectiveness, efficiency, impact, sustainability, overall performance, management, and achievements. The information, findings, lessons learned and recommendations generated by the Evaluation will be used by the Project Board, UNDP, the Kingdom of Norway and other relevant stakeholders to inform future programming in the area of inclusive economic development.

**b) Objective**

The Evaluation objective is to examine the overall performance of the Project, its results, inputs and activities, and how the output delivered added value to project’s target groups and institutional beneficiaries.

In a substantive analysis of the effectiveness of the project approach and feedback from beneficiaries and relevant stakeholders, the Evaluation should assess cause and effect relations within the project, identifying the extent to which the observed changes can be attributed to the project.

**c) Utilization**

This Evaluation aims to provide forward-looking recommendations to the Kingdom of Norway and UNDP on the sustainability of the Project results and the Project’s scaling up potentials.

The evaluation will also generate knowledge for wider uses, assess the scope for scaling up the current Project and serve as a quality assurance tool for both upward and downward accountability. UNDP will take in consideration all useful findings, conclusions and recommendations from the evaluation, prepare a systematic management response for each recommendation, and implement follow-up actions as per UNDP Evaluation Resource Center guidance/policies.

**d) Scope**

The Evaluation will assess the extent to which the planned Project outcomes and outputs have been achieved since the beginning of the Project on 1 December 2018 and likelihood for their full achievement by the end of the Project on 30 September 2021 (based on the Project Document and its results framework). The Evaluation will investigate the overall Project performance and results (reviewing the set of activities implemented and their contribution to the set outputs and outcomes), capturing the changes triggered by the Project in the area of development planning and management.

To the extent possible, the Evaluation will also consider the results of the Project’s contribution to address the COVID-19 pandemic.

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

## Evaluation criteria and key questions

The Evaluation will address the following questions, so as to determine the **Economic Governance for Growth (EGG) Project’s** relevance and coherence, performance, results, effectiveness, efficiency, impact, sustainability, including quality of the Project design, internal logic, strategic complementarities, partnership, lessons learned and forward-looking recommendations:

**Relevance and coherence**

* Were the Project’ objectives relevant to the needs of their beneficiaries, having in mind political, social, legal and institutional context of the country, and what are the Projects’ potentials to adequately contribute to development processes in the future?
* Were the Projects’ objectives consistent with the country’s priorities, including the EU accession agenda, Agenda 2030, UNDP and other effective strategic frameworks?
* To what extent did UNDP adopt gender-sensitive, human rights-based and conflict-sensitive approaches to the Project implementation?
* Were adequate steps taken by the Project to adjust its implementation strategy to the new circumstances and needs imposed by COVID-19 pandemic relevant?
* To what extent other complementary interventions influenced the Project, including complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort?
* Has the communication and outreach of the Projects been satisfactory? What are the innovations/ best practices that need to be further build upon?

**Effectiveness**

* To what extent were the Project activities implemented and the intended results achieved? What are the main Project’s accomplishments? Overview of the Project progress against the result framework indicators is to be provided in an Annex of the Evaluation Report.
* To what extent and how effectively have the Project specific approach and actions contributed to its outputs and outcomes? If so, why? If not, why not?
* What factors have contributed to achieving or not achieving the intended specific objective/outcome and outputs/results? To what extent the Project engaged and promoted sustainable development in the private sector in BIH?
* What are the concrete effects of the Project on the entrepreneurship in terms of new jobs created and businesses supported?
* What innovative approaches the Project applied in terms of introducing new potential areas for targeted entrepreneurs?
* What are the Project results in the area of education driven by labour market needs?
* To what extent the project activities contributed to improved public finance management?

**Efficiency**

* Have resources (financial, human, technical) been allocated strategically to achieve the Project results? Were the Project activities implemented as scheduled and with the planned financial resources?
* Are there any weaknesses in Project design, management, human resource skills, and resources?
* To what extent have the target groups and other stakeholders taken an active role in implementing the Projects? What modes of participation have taken place? How efficient have partner institutions been in supporting the Projects’ implementation?
* To what extent did the Project M&E systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?

**Impact**

* What are the positive or negative, intended or unintended, changes brought about by the Project interventions?
* To what extent are key institutional and private sector stakeholders/final beneficiaries satisfied with the implementation of the Project, specifically in terms of the partnership support and what are specific remaining issues in the area of concern?

**Sustainability**

* To what extent are the Project’s outcomes and outputs sustainable? How could the Project results be further sustainably projected and expanded, having in mind the remaining and emerging needs?
* To what extent the Project approaches triggered the behavioural and policy and regulatory change among the target institutional beneficiaries and private sector?
* To what extent has the Project approaches (intervention strategy) managed to create ownership of the key institutional stakeholders and private sector?
* To what extent have the capacities of relevant government institutions been strengthened to sustain the results of the projects? Which are, in this regard, challenges to overcome or potentials to be unlocked in the future?
* To what extent have development partners committed to providing continuing support?

**Leave no one behind**

* To what extend have the Project outreached marginalized groups (i.e. youth, persons with disabilities, returnees, internally displaced, minorities…)?
* Have the projects been implemented in accordance with a civic and human rights perspective: i.e. Have target groups been participating in planning, implementation and follow up? Has anyone been discriminated by the Projects through the implementation? Have the Projects been implemented in a transparent fashion? Are there accountability mechanisms in the Project?
* To what extent is gender equality respected and mainstreamed within the project?

**Future-looking concept and recommendations**

* What would be directions to expand positive effects of the Project concept to support economic development and stimulate entrepreneurship with quality job creation and enable education system in BIH to respond to labour-market needs?
* What could be possible after-project priority interventions which could further ensure sustainability and scaling up of project achievements?

As mentioned above, the Evaluation needs to assess the degree to which the project supported or promoted gender equality, a rights-based approach, and human development. Leave no one behind and gender aspects will be considered well in evaluation questions as well the evaluation process. Gender analysis, including gender disaggregated data need to be incorporated in the evaluation methodology and tools. In this regard, the [United Nations Evaluation Group’s guidance on Integrating Human Rights and Gender Equality in Evaluation should be consulted.](file://C:\Users\azorlak\Desktop\The%20evaluation%20need%20to%20assess%20the%20degree%20to%20which%20UNDP%20initiatives%20have%20supported%20or%20promoted%20gender%20equality,%20a%20rights-based%20approach,%20and%20human%20development.%20In%20this%20regard,%20United%20Nations%20Evaluation%20Group’s%20guidance%20on%20Integrating%20Human%20Rights%20and%20Gender%20Equality%20in%20Evaluation%20should%20be%20consulted.)

## Methodology

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

The Evaluation will be conducted by the International Evaluation Consultant (the Evaluator) who will propose an adjusted evaluative methodology to implement the evaluation effectively in the COVID–19 pandemics circumstances, applying safety guidance and remote data collecting methods such as extended desk reviews, virtual stakeholder meetings and interviews. The methodology and a detailed plan for the Evaluation process will be proposed by the Evaluator and agreed as a part of the Evaluation Inception Report.

The proposed methodology should employ relevant quantitative, qualitative or combined methods to conduct the evaluation, with focus on gender sensitive data collecting and analytical methods and tools applicable in the concrete case. The Evaluator is expected to combine the standard and other evaluation tools and techniques to ensure maximum reliability of data and validity of the evaluation findings.

Limitations to the chosen approach/methodology and methods shall be made explicit by the Evaluator and the consequences of these limitations discussed in the proposed methodology. The Evaluator shall, to the extent possible, present mitigation measures to address them. A clear distinction is to be made between evaluation approach/methodology and methods.

The Evaluator is expected to facilitate the entire evaluation process with careful consideration of these Terms of Reference.

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

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

* Desk review:The Evaluator will conduct a detailed review of the projects materials and deliverables including but not limited to the Project Documents and Addendums, theory of change and results framework, monitoring and Project quality assurance reports, annual workplans, consolidated progress reports etc. *An extensive list of documents for desk review is provided in Annex 3.*
* Key informant interviews: Using virtual technological solutions, the Evaluator will remotely interview representatives of UNDP, the Royal Norwegian Embassy, BIT Alliance, Posavina-Canton Government, BiH Ministry of Civil Affairs, Cabinet of the Prime Minister of the Federation of Bosnia and Herzegovina, Republika Srpska Ministry of Administration and Local Self-government. UNDP will ensure interpretation for meetings and interviews as needed. *Detailed list of main stakeholders that may be considered for meetings is provided in Annex 2.*
* Meetings / focus group discussions with relevant stakeholders will be conducted remotely.
* Other methodologies, as appropriate, such as case studies, statistical analysis, social network analysis, online interviews, mobile questionnaires, online surveys, collaboration platforms are recommended to be used to gather data. Stakeholders that are dealing with existing emergencies should be given advance notice.

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

The expected duration of the assignment is up to 20 work-days in September 2021.

## Evaluation tasks / deliverables

Following the initial briefing and a detailed desk review, the Evaluator will be responsible for delivering the following products and tasks:

* **Inception Report (10-15 pages)** will be presented before the evaluation starts, showing how each evaluation question will be answered by proposing methods, sources of data and data collection procedures. The Inception Report should elaborate an **evaluation matrix** (*provided in Annex 4*) for the Project and propose a schedule of tasks, activities and evaluation deliverables. The Evaluation Inception Report should follow the structure proposed in the [UNDP Evaluation Guidelines, p. 22-23.](http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf)
* **Evaluation and data collection:** Upon the approval of the Inception Report and the evaluation work plan by the UNDP, the Evaluator is expected to carry out the Evaluation. **Data collecting methodologies presented in the Evaluation Inception Report should limit the exposure of any consultant, Project team member, beneficiary or stakeholder to the pandemic,** therefore, strongly recommended is use of remote and virtual methodologies.
* **Draft Evaluation Report:** Based on the findings generated through desk review and data collection process, the Evaluator will prepare and submit the Draft Evaluation Report to the UNDP team and key stakeholders for review. *Structure of the Report is outlined in Annex 5.*
* **Evaluation review process** (and eventual dispute settlement): Comments, questions, suggestions and requests for clarification on the evaluation draft will be submitted to the Evaluator and addressed in the agreed timeframe. The Evaluator should reply to the comments through the **evaluation audit trail document**[[3]](#footnote-4). If there is disagreement in findings, these should be documented through the evaluation audit trail, while effort should be made to come to an agreement.
* **Evaluation debriefings:** Short briefing on the immediate findings will be considered with UNDP senior management after completion of the initial assessment. A debriefing will also be held with UNDP Bosnia and Herzegovina, Government of Sweden representatives and key stakeholders to present main findings and recommendations via virtual communication tools (Zoom, MS Teams, etc).

**Evaluation Report** (maximum 50 pages of the main body) should be logically structured, contain data and evidence-based findings, conclusions, lessons learned and recommendations, and be presented in a way that makes the information accessible and comprehensible. Finally, based on the evaluation findings and in a distinct report section, the Evaluator will provide **forward-looking actionable recommendations and suggestions for the potential way forward for the intervention,** outlining key strategic priorities to be considered.[[4]](#footnote-5)

## Evaluation timeframe

|  |  |  |  |
| --- | --- | --- | --- |
| **Deliverable** | **Anticipated timing** | **Number of days** | **Responsible party** |
| Inception Report, including a workplan and evaluation schedule | 5 September 2021 | 4 | Evaluator |
| Field data collection | 15 September 2021 | 6 | Evaluator |
| Evaluation debriefing | 19 September 2021 | 1 | Evaluator |
| Draft Evaluation Report | 23 September 2021 | 5 | Evaluator |
| Final Report | 30 September 2021 | 4 | Evaluator |

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

## Evaluation team composition and required competencies

The evaluation will be conducted by the International Evaluation Consultant who will design and implement the evaluation process in line with these Terms of References.

**a) Competencies**

**Core values**

* Demonstrates integrity and fairness by modelling UN values and ethical standards;
* Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

**Core competencies**

* Demonstrates professional competence to meet responsibilities and post requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
* Results-Orientation: Plans and produces quality results to meet established goals, generates innovative, practical solutions to challenging situations;
* Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences;
* Team work: Ability to interact, establish and maintain effective working relations with a culturally diverse team;
* Client orientation: Ability to establish and maintain productive partnerships with national partners and stakeholders and pro-activeness in identifying of beneficiaries and partners’ needs and matching them to appropriate solutions.

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

* Academic Qualifications/Education

Advanced university degree in economics, social sciences, law, public administration or related field.

* Experience
  + At least 7 years of extensive project/programme evaluation expertise and experience in the area of sustainable development and system-building interventions;
  + Sound knowledge of results-based management systems, and gender-sensitive monitoring and evaluation methodologies;
  + Understanding and knowledge of the political and administrative context in Bosnia and Herzegovina;
  + Previous experience in remote evaluation is an asset.
* Languages Requirements
* Fluency in English language; knowledge of local languages of BIH is an advantage.
* Other
* Excellent computer skills (MS Office applications) and ability to use information technologies as a tool and resource.

## Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the [UNEG ‘Ethical Guidelines for Evaluation’.](http://www.unevaluation.org/document/detail/102) The Evaluator shall 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 with the express authorization of UNDP and partners. The Evaluator must be free from any conflict of interest related to this evaluation.[[5]](#footnote-6)

## Implementation arrangements and reporting relations

The Evaluator will report to the Evaluation Manager appointed by UNDP, who will oversee and support the overall evaluation process. In addition, an evaluation reference group will be formed to provide critical and objective inputs throughout the evaluation process to strengthen the quality of the evaluation. The Country Office Senior Management will take responsibility for the approval of the evaluation report. UNDP will support the implementation of remote/ virtual meetings. An updated stakeholder list with contact details (phone and email) will be provided by the Country office to the evaluation team.

## Submission process and basis for selection

The recruitment process will be implemented through the UNDP GPN/ExpRes ONE Roster.

## TOR annexes

Annex 1. Project Logical Framework and Theory of Change

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

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

Annex 4. Required Evaluation Matrix Template

Annex 5. Standard outline for an evaluation report

Annex 6. Code of Conduct

Annex 7. Link to UNDP Evaluation Guidelines and Evaluation Quality Assessment Process

## Procurement Notice - GPN/ExpRes ONE Roster

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

|  |  |  |  |
| --- | --- | --- | --- |
| Advertisement: | Yes: ☐  No: ☒ | If yes: Dates (from XXXX):  Local website:  Global website: | Yes☐ No: ☐  Yes: ☐No: ☐ |
| Sourcing through Registry: | Yes: ☐  No: ☒ | Direct contracting | Yes: ☒ No: |

## Annex 1. Project Logical Framework and Theory of Change

* 1. Project Logical Framework

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **LOGICAL FRAMEWORK for GREEN ECONOMIC DEVELOPMENT PROJECT** | | | | |
|  | **Intervention logic** | **Objectively verifiable indicators of achievement** | **Sources and means of verification** | **Assumptions** |
| **Overall goal** | The overall objective is to create a favorable environment for investing in EE/RES infrastructure measures in BiH. | Number of infrastructure projects directly and indirectly benefiting from improved of financing mechanisms in BiH for EE investments (target value: 154). | Official project-related reports from BiH authorities at cantonal/entity/state levels.  Project reports. |  |
| **Outcome / Strategic objective** | SO1a: To develop capacity and strengthen skills of Environmental Fund staff  SO1b: To develop capacity and strengthen skills of energy professionals  SO2: To establish energy monitoring and reporting mechanisms in BiH  SO3: To enable financing for EE/RES infrastructure projects in BiH  SO4: To implement cost-optimal, green jobs generating and emission reducing EE/RES infrastructure projects in BiH  SO5: To increase general public’s understanding of EE/RES benefits  SO6: To provide access to energy for off grid households in BiH | SO1a: Number of detailed energy audits assessed, prioritized, and ranked by Environment Funds (target value: 120).  SO1b: Number of energy stakeholders participating on training programme for skills and knowledge development on EE and RES (NZEB) (target value: 600)  SO2: Number of municipal authorities with reporting mechanisms in place (target value: 90).  SO3: % of increase of financial resources allocated for EE measures through the Fund by the end of 2020 (target value: 40%).  SO4: Number of effectively implemented EE/RES infrastructure projects (target value: 54).  SO5: Number of people reached through marketing campaign (target value: 167.000)  SO6: Number of households provided with RES solution in off grid areas in BiH (target value: 24) | Project reports and relevant technical/tender documentation.  Public media coverage; information posted on websites of local/cantonal/entity/state authorities in Bosnia and Herzegovina. | Environmental Funds have internal capacities and capabilities to manage and continue to operationalize energy efficiency thematic area within the Fund.  Environmental Funds continue to finance EE/RES projects offering various financial mechanisms/modalities (performance-based grants, loans, ESCO Fund window) and thus reduce risks for investors and financial institutions.  Energy monitoring and reporting mechanisms are replicated and applied as a harmonized system country-wide.  Energy professionals and companies are aware of norms and standards and invest into knowledge and skills development.  EE/RES infrastructure measures generate significant number of “green jobs”.  The general public is aware that EE/RES is an economic/development driver. |
| **Output / Result** | Result 1: 260 detailed energy audits of public sector buildings drafted and assessed for EE/RES infrastructure investments  Result 2: EMIS is implemented and continuously updated in BiH municipalities  Result 3: Financial mechanisms and modalities for EE/RES investments within Environmental Funds are established and operational  Result 4: In at least 54 EE/RES infrastructure measures have been implemented with EU required technical standards.  Result 5: Public awareness on benefits of energy efficiency, renewable energy, NZEB, energy management and reduction of emissions to air is increased.  Result 6: At least 24 off grid households in remote areas in BiH provided with thermal heat/electricity | * 1. Number of detailed energy audits conducted (target value: 120)   2. Number of investment decisions made based on evaluation of detailed energy audits (target value: up to 15 annually)   3. Number of Fund staff participating on annual capacity development training on energy efficiency, EMIS and EE/RES policy (target value: 12)   4. Number of Fund staff actively working on EMIS investment decision making process cycle, monitoring, assessing and evaluating energy indicators (target value: 6)   5. Number of stakeholders participated on training programme for energy management, skills, and knowledge development and NZEB (target value: at least 200 annually)   6. Number of female energy professionals participated on training programme for skills and knowledge development and NZEB (target value: at least 40 annually)   7. Number of Energy intensity mapping applications developed (target value:1)   8. Measurement and verification (M&V) module within EMIS enabled   9. Nearly Zero-Energy Public Buildings integrated into EE/RES by-laws in BiH   10. Number of cost-optimal analysis for public buildings developed (RS, FBiH, BiH) (target value:3)   11. Number of public sector buildings monitored through EMIS database (target value: 7000)   12. Number of end-users trained on EMIS (out of which at least 40% women) (target value: 7000)   13. Number of EE/RES infrastructure projects implemented with non-grant (ESCO, performance based granting and loans) co-financing modality (target value: 18)   14. Number of implemented EE/RES infrastructure projects in public sector buildings (target value:18 annually)   15. % of total energy consumption savings within implemented public sector buildings (target: more than 65%)   16. Achieved energy class of public sector buildings after EE/RES infrastructure measures (target: energy class “A”)   17. % of total energy cost savings (target value: 50%)   18. Amount of direct CO2 emission reduction (target value: 3900)   19. Number of generated man-months “green jobs” (target value: 425)   20. Number of women as direct beneficiaries of EE/RES project benefits (target value: 10800)   21. Media campaign outreach (out of which at least 40% women) (target value: 100000)   22. Number of awareness raising events held in BiH (target value:45)   23. Number of promotional materials distributed (target value:50000)   24. Number of persons benefiting from RES solutions (target value:50)   25. Number of female benefiting from RES solutions (target value: 30) | Source 1: Project reports and relevant technical documentation (all indicators);  Source 2: EMIS – official report by Fund to Government (indicators 2.1., 4.1., 4.2., 4.3., 4.4., 4.5.);  Source 3 – Energy Community Reports on BiH (indicators 3.1., 4.1., 4.2., 4.3., 4.4., 4.5.) | Fund’s senior management is commitment to enforce EE/RES thematic area within the Fund.  Fund’s employees motivated to develop and gain additional skills and apply them in daily routine work.  Sub-national level authorities and municipalities are interested to gain capacity and skills in order to absorb Law on EES obligations and required activities related to energy monitoring and reporting.  Energy professionals/ construction companies able to absorb planned annual volume of work.  Financial mechanisms and modalities for EE/RES investments are timely been developed within Environmental Funds.  Existing end-user’s interest to implement and invest/co-finance EE/RES infrastructure projects.  Energy professionals/ construction companies are able to perform high quality of work and assure timely infrastructure project implementation. |
| **Activities** | Activity 1 - Technical assistance to Environmental Protection Funds, EE & RE capacity building and skills development (R1):  1.1. Annual training on energy efficiency, energy management, EMIS, Laws, by-laws and EU directives for Fund staff provided by UNDP staff and/or consultants for niche expertise/knowledge  1.2. Technical assistance throughout project implementation on energy management, EMIS, public lightining efficiency, usage of renewable energy sources, relevant EU directives, Laws and by-laws understanding, provided by UNDP staff and/or consultants for niche expertise/knowledge  1.3. Skills development via on the job training/assistance provided by UNDP staff and/or consultants for niche expertise/knowledge on:   * Understanding of energy conservation potential * Analysis, evaluation and development of energy indicators and reports out of EMIS database * Analysis, evaluation and development of prioritization list of public sector buildings and public lightning systems for energy audits * Analysis, evaluation and development of technical, economic, financial, environmental and social parameters/factors (including co-financing from end-users) and development of ranking list of public sector buildings and public lightning systems for the implementation of EE infrastructure measures * Monitoring and verification of energy and costs savings, emission reduction * Tracking of indicators * Decision making process cycle/methodology for EE infrastructure investments (identification, evaluation, decision, implementation, and monitoring/reporting)   Activity 2 - Capacity building for Nearly Zero Energy Buildings - NZEB and for understanding of RE in public sector building (R1)  2.1 Training programme on NZEB policy and legislation, as well as on energy efficiency and integration of renewables in the exicting building stock for governments at all levels, municipalities, ESCOs, public facilities, building owners, public utilities, small and medium enterprises, producers, distributors, installers, engineers and professionals, provided by UNDP staff and/or consultants for niche expertise/knowledge  2.2 Training programme on energy efficiency for representatives of public institutions  2.3 Training programme on renewable energy for end users of public sector buildings  Activity 3 - Developing and strengthening the technical and economic capacity of municipalities, public facilities, public utilities, small and medium enterprises in BiH (R1)  3.1. Development of ToR for development and delivery of training programme for development of technical and economic capacity on how to finance energy efficiency measures through the Revolving Fund  3.2 Deliver training activities by contractor  3.3 Evaluation of the professional development program/participants  Activity 4 - Energy intensity mapping application (R1)  4.1 Development of ToR for development of energy intensity mapping application  Activity 5 - Measurement and verification (M&V) module within EMIS (R1)  5.1 Development of ToR for development of an M&V EMIS module or independent software tool that communicates with EMIS  5.2 Applying two separate M&V mechanisms, for the public building sector and public lighting systems  Activity 6 - Cost-optimal analysis for public buildings (R1)  6.1 Development of ToR for calculations on cost-optimality for public buildings  Activity 7 – Policy/definition of the Nearly Zero-Energy Public Buildings (R1)  7.1 Drafting/updating regulation (Law on EE; by-laws) regarding definition of the Nearly Zero-Energy Buildings  Activity 8 - Drafting of at least 20 (for each entity in BiH) detailed energy audits for public sector buildings and public lightning systems (R1)  8.1. Based on technical and economic and parameters, collected energy consumption and costs data, energy conservation potential and emission reduction emission potential from EMIS database (Activity 9), development of prioritization list of public sector buildings and public lightning systems for the conductance of detailed energy audits  8.2. Development of ToR for tendering of detailed energy audits, in accordance with UNDP technical requirements and procedures (SOPs).  8.3. Coordination and management of development of detailed energy audits and Quality assurance  8.4. Evaluation of technical, economic, financial, environmental and social parameters/factors (including co-financing from end-users) and development of ranking list of public sector buildings and public lightning systems for the implementation of EE infrastructure measures  8.5. Decision on infrastructure investments  Activity 9 - Implementation of Energy Management Information System into municipal public sector buildings in BiH (R2):  9.1. Annual open Call for Proposals by Fund and UNDP for identification of public sector buildings/end-users interested in EE investments  9.2. Submission of public sector buildings application to Fund/UNDP by filling out pre-defined survey of interest with basic building data and co-financing potential (sub-national project partners submission of list of public sector buildings in their jurisdiction)  9.3. EMIS database update (by UNDP/Fund):   * Opening an account (static input data) for the identified public facilities * Collecting information on consumption and costs of energy and water in a period of the last 36 months, adjusted for entry into EMIS * Technical support and assistance to contact persons in identified public facilities * Creation of dynamic data for identified public buildings   9.4. Preparation of technical, economic and environmental parameters and energy conservation potential indicators within EMIS database (by UNDP/Fund for Activity 8)  9.5. Management, administration, maintenance and further development of EMIS (by UNDP)  9.6. Monitoring, error identification and correction activities on database (by UNDP/Fund)  9.7. Monitoring and reporting of achieved energy and cost savings (kWh, KM), CO2 emission (t CO2) reduction and other specific indicators (by UNDP/Fund)  Activity 10 - Implementation of Energy Management Information System in public lightning systems in BiH (R2)  10.1. Annual open Call for Proposals by Fund and UNDP for identification of public lightning systems interested in EE investments  10.2. Submission of application to Fund/UNDP by filling out pre-defined survey of interest with basic public lightning data and co-financing potential by municipalities  10.3. EMIS database update (by UNDP/Fund):   * Opening an account (static input data) for the identified public lightning systems * Collecting information on consumption and costs of electric energy in a period of the last 36 months, adjusted for entry into EMIS * Technical support and assistance to contact persons * Creation of dynamic data for identified public lightning systems   10.4 Management, administration, maintenance and further development of EMIS (by UNDP)  10.5 Monitoring and reporting of achieved energy and cost savings (kWh, KM), CO2 emission (t CO2) reduction and other specific indicators (by UNDP/Fund)  Activity 11 - Training and capacity development for end-users on EMIS, energy efficiency and energy management by UNDP (R2):  11.1. Development and delivery of EMIS, energy efficiency and energy management training module   * Contact all identified end-users * Organize training facilities throughout BiH, equipment (laptops) and travel arrangements * Conduct training on EMIS   11.2. Technical support and assistance to trained persons throughout project implementation  Activity 12 - Financial mechanism (ESCO Funding window) established at EFs and capitalized with EF’s own finance (R3)  12.1 Define the process and criteria for the financial mechanism for Environmental Funds in BiH (ESCO funding window within EFs)  12.2 Development of the ESCO business model processes, eligibility criteria for grants, monitoring and verification procedures for proving savings achieved and procurement methods with criteria for awarding grants and revolving loans  Activity 13 - Implementation of infrastructural energy efficiency measures and renewable energy measures in BiH (R4):  13.1. Selecting appropriate facilities for deep retrofits and set performance objectives.   * Based on technical, economic and environmental parameters and energy conservation potential from conducted detailed energy audits, development of prioritization list of public sector buildings for the implementation of deep retrofit energy efficiency measures (focused on the EPBD Directive). * The prioritization list of public sector buildings includes the best case scenario for deep savings in building energy consumption, annual energy and cost savings, investment costs, payback period and other relevant indicators.   13.2. Arranging co-financing by end users:   * Development of Agreement on co-financing the implementation of infrastructural energy efficiency measures, * Signature and entry into force of the Agreement on co-finance measures to increase energy efficiency of end-users.   13.3. Procurement process for development of design documentation   * Development of Terms of Reference for the mechanical, electrical and structural part of the building * Publication of a public tender / call for qualified bidders * Evaluation of bids * Contracting / signing   13.4. Design process   * Development of design documentation (architectural, construction, mechanical, electro etc.): technical descriptions, drawings, bill of quantities… * Issuance of required permits and elaborates * Independent design document revision   13.5. Procurement process for selection of construction Contractor   * Development of Terms of Reference * Publication of a public tender / call for qualified bidders * Evaluation of bids * Contracting / signing   13.6. Construction process   * Organizing the construction site * Start up * Construction supervision (Quality assurance will be ensured through an independent on-site quality control – supervision engineer, and additionally investor-UNDP supervision) * Commissioning   13.7. Measurement and Verification (M&V). After the project has been designed, built, and commissioned, its energy consumption needs to be measured. This is achieved by installation of calorimeters for monitoring the energy consumption (heating, electricity, water) and its integration with EMIS system.  Activity 14 - Raising public awareness / marketing campaign - Increase public awareness on human development as a result of clean/renewable energy and on energy efficiency (R5):  14.1 Logo design and appliance of logo on all materials developed within the scope of the Project  14.2 Development of the Communications Strategic Plan after research of targeted audience on energy efficiency benefits  14.3 Organization of NZEB Directive specialized trainings  Activity 15 - Installation of hybrid photovoltaic and solar system (electricity and thermal heat generation) solutions to remote areas (not connected into the electricity grid) without electricity in BIH (R6)  15.1 The families which will be supported by the project are selected on the basis of primary target area (global irradiation and solar electricity potential cross-checked with the area where most such returnee families live), vulnerability factor, number of family members (children, woman, man, elderly, etc.) by UNDP  15.2 Detailed assessment is developed in terms of identifying exact needs for installation of renewable energy kits  15.3 Procurement process for selection of construction Contractor   * Development of Terms of Reference * Publication of a public tender / call for qualified bidders * Evaluation of bids * Contracting/signing   15.4 Construction process   * Organizing the construction site * Start up * Construction supervision (Quality assurance will be ensured through an independent on-site quality control – supervision engineer, and additionally investor-UNDP supervision) * Commissioning | ***Means:***  Activity 1  Technical assistance human resources and staffing (interlinked with all other activities)  Engagement of one additional engineer and field officer (interlinked with all other activities)  Staffing (Project Manager, Chief Technical Advisor for EE, Project Assistant, Project Associate x2, EMIS Technical officer) (interlinked with all other activities)  Activity 2  Development and delivery of training programme by UNDP/Contractor  Activity 3  Development and delivery of training programme by UNDP/Contractor  Activity 4  Development of application by UNDP/Contractor  Activity 5  Development of the software tool by UNDP/Contractor  Activity 6  Consultancy services/contractors  Activity 7  Consultancy services/contractors  Activity 8  Development of energy audits by consultant    Activity 9  Activity 9 financing is provided by the Environmental Protection Fund of FBiH and RS, UNDP and is part of several other agreements.    Activity 10  Activity 10 financing is provided by the Environmental Protection Fund of FBiH and RS, UNDP and is part of several other agreements  Activity 11  Activity 11 financing is provided by the Environmental Protection Fund of FBiH and RS, UNDP and is part of several other agreements.  Activity 12  Consultancy services/contractors  Activity 13  Project design (by consultant)  EE/RES infrastructure measure (by consultant)  Supervision (by consultant)    Activity 14  EE Marketing campaign (by consultant)  Designing and printing of promotional material (by consultant)  Activity 15  Consultancy services/contractors |  | Strong motivation by the Management and operational staff of the Fund to participate, engage and develop EE window/thematic area of work within Fund.  Existing end-users interest for increasing EE within public sector buildings.  Co-financing supply side (SWEDEN/Fund/UNDP) increased – co-financing volume for infrastructure projects is significantly higher.  Law on EE is adopted/in process of adoption in both entities.  Institutional willingness of sub-national level authorities (cantons, ministries) to establish energy monitoring and reporting mechanisms.  Governments/authorities recognize EE improvements as a potential development generator. |

* 1. Theory of Change

The primarily goal of the **Green Economic Development 2nd phase project** is to contribute to the creation of a favorable environment for investing in EE and RES measures in BiH. This transformational change in the energy sector can only happen if the capacity and skills of the relevant energy institutions and professionals are strengthened in parallel with establishment of the system that enables financing for EE/RES infrastructure projects and access to energy for off grid households while generating green jobs and reducing CO2 emissions.

Ultimately, by supporting establishment of the sustainable and efficient energy system which will enable reinvestment into new infrastructural projects based on local priorities as well as generation of new employment, the Project will contribute to the achievement of the Outcome 5 (By 2019, legal and strategic frameworks are enhanced and operationalized to ensure sustainable management of natural, cultural and energy resources) and Outcome 6 (By 2019, better articulated and coordinated employment, education, and scientific policies and programmes enable greater access to productive employment and income opportunities) of the UNDP Country Programme Document 2015-2019.

The main Project’s inputs towards the set objectives are: technical assistance to Environmental Protection Funds, EE/RES/NZEB capacity building and skills development, developing and strengthening the technical and economic capacity of municipalities, public facilities, public utilities, small and medium enterprises in BiH, support to implementation of Energy Management Information systems, targeted analysis and audits, required policies, investments in infrastructural projects based on local priorities, cost-optimal analysis for public buildings, etc. These activities will be followed by monitoring and post-implementation quality assurance to ensure beneficiary satisfaction with the relevance and quality of the assistance provided by the Project.

This intervention rests on the assumption that the situation in BiH will remain politically and macro-economically stable, that the government pursues its policy and reform priorities as outlined in relevant strategies and the BiH Reform Agenda in the three priority sectors, that Environmental Funds have internal capacities and capabilities to manage and continue to operationalize energy efficiency thematic area within the Fund, Environmental Funds continue to finance EE/RES projects offering various financial mechanisms/modalities (performance-based grants, loans, ESCO Fund window), that energy monitoring and reporting mechanisms are replicated and applied as a harmonized system country-wide, the energy professionals/construction companies are able to perform high quality of work and assure timely infrastructure project implementation, and that the general public is aware that EE/RES is an economic-development driver.

Below is a visual snapshot of the Project’s theory of change.

A picture containing timeline

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Figure 24. Project’s theory of change

Within UNDP’s Green Economic Development 2nd phase project , a three-year project (2018 - 2020) will be launched with Environmental Protection Funds in BiH and supported by a number of cantonal governments in FBiH and ministries in RS as well as stale level MoFTER. The aim of the project is to:

* Create understanding within municipal authorities and various government levels in BiH on benefits of energy efficiency and renewable energy projects
* Institutionalize energy monitoring and reporting mechanisms / energy management on municipal level for public sector buildings and public lighting (and thus cover all authorities’ levels in BIH, i.e. GED project covered all entity and cantonal public sector buildings
* Develop and adopt self-sustainable financial mechanism within Environmental Protection Funds in BIH for green economic through energy efficiency and renewable energy project financing.
* Achieve budget cost savings through implementation of i) renewable energy projects in public sector buildings, and ii) energy efficiency projects in public lighting systems and reinvest savings into other infrastructure projects
* Generate employment of domestic workforce
* Increase public awareness and understanding of human development as a result of renewable energy and energy efficiency project benefits. Contribute to BiH’s EU accession (EPBD, EED and RES directives.

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## Annex 2. Indicative list of main stakeholders to be interviewed in evaluation

* Ministry of Civil Affairs
* Government of Federation of Bosnia and Herzegovina
* Sarajevo Canton
* Posavina Canton
* Ministry of Economy of Sarajevo Canton
* BIT Alliance
* University of Sarajevo
* Municipality of Banja Luka
* Municipality of Doboj
* Municipality of Gradiška
* Municipality of Modriča
* Municipality of Odžak
* Municipality of Orašje
* Municipality of Tešanj
* Municipality of Žepče
* Municipality of Stari Grad Sarajevo
* Municipality of Centar Sarajevo

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

* UNDAF for Bosnia and Herzegovina 2015-2020 / 2021-2025
* CPD for Bosnia and Herzegovina 2015-2020 / 2021-2025
* 2019 BiH Automotive Industry Assessment: Trends, Challenges and Opportunities
* 2020 Software Industry Skills Needs Assessment
* Sarajevo Canton Employment Action Plan 2020
* Sarajevo Canton Curriculum on Entrepreneurship 2020
* Sarajevo Canton Protocol on Credit Guarantee Fund
* Law on Mitigation of Negative Economic Consequences and Savings of Sarajevo Canton
* Financial reviews for Banja Luka, Doboj, Gradiška, Modriča, Odžak, Orašje, Tešanj. Žepče, Stari Grad, Centar, Sarajevo Canton, Posavina Canton and Brčko District 2018-2020
* Study: Barriers to Entrepreneurship in Bosnia and Herzegovina 2020

Annex 4. Required Evaluation Matrix Template

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Relevant evaluation criteria** | **Key Questions** | **Specific Sub-Questions** | **Data Sources** | **Data collection Methods / Tools** | **Indicators/ Success Standard** | **Methods for Data Analysis** |
|  |  |  |  |  |  |  |

Annex 5. Standard outline for the UNDP evaluation report

**1. Title and opening pages** with details of the project/project/outcome and of the evaluation team.

**2. Project and evaluation information details:** title, Atlas number, budgets and project dates and other key information.

**3. Table of contents.**

**4. List of acronyms and abbreviations.**

**5. Executive summary:** a stand-alone section of maximum four pages including the quality standards and assurance ratings.

**6. Introduction and overview.** What is being evaluated and why?

**7. Description of the intervention being evaluated.** Provides the basis for report users to understand the logic and evaluability analysis result, assess the merits of the evaluation methodology and understand the applicability of the evaluation results.

**8. Evaluation scope and objectives.** The report should provide a clear explanation of the evaluation’s scope, primary objectives and main questions.

**9. Evaluation approach and methods.** The evaluation report should describe in detail the selected methodological approaches, methods and analysis.

**10. Data analysis.** The report should describe the procedures used to analyse the data collected to answer the evaluation questions.

**11. Findings and conclusions.** Evaluation findings should be based on an analysis of the data collected and conclusions should be drawn from these findings.

**12. Recommendations.** The report should provide a reasonable number of practical, feasible recommendations directed to the intended users of the report about what actions to take or decisions to make.

**13. Forward-looking actionable recommendation** for the XX project, outlining key strategic priorities to be addressed in the potential next phase of the project.

**14. Lessons learned.** As appropriate and as requested in the TOR, the report should include discussion of lessons learned from the evaluation of the intervention.

**15. Annexes.**

Annex 6. Code of Conduct

**United Nations Evaluation Group Code of Conduct for Evaluation in the UN System Evaluation Consultants Agreement**

**Form to be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.**

Agreement to abide by the Code of Conduct for Evaluation in the UN System Name of Consultant: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

I confirm that I have received and understood and will abide by the [United Nations Code of Conduct for Evaluation.](C://Users/azorlak/Downloads/UNEG_FN_COC_2008_CodeOfConduct.pdf)

Signed at (place) on (date) Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

## Annex 7- Link to UNDP Evaluation Guidelines and Evaluation Quality Assessment Process

<http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf>

Section 6. Evaluation Quality Assessment

1. IV quarter 2020 Labour Force Survey, Agency for Statistics of Bosnia and Herzegovina. [↑](#footnote-ref-2)
2. Reference: <http://rju.parco.gov.ba/en/o-rju/strateski-okviri-za-rju/>. [↑](#footnote-ref-3)
3. Template available at <http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf>, p. 25 [↑](#footnote-ref-4)
4. Evaluation Report Template available at <http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf>, p.49 [↑](#footnote-ref-5)
5. [UNDP Evaluation Guidelines, Box 7. Sources of conflict of interest in evaluation](http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf) [↑](#footnote-ref-6)