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**Terms of References**

**Country: Jordan**

|  |  |
| --- | --- |
| **Post Title:** | International consultant- Mid-Term Review of FSP UNDP- supported GEF- Financed project |
| **Starting Date:** | As soon as possible |
| **Duration:** | 25 working days over the period of two months |
| **Location:** | Home-based with possible travel to Jordan if the situation allows |
| **Project:** | Asystemic approach to sustainable urbanization and resource efficiency in Greater Amman Municipality (GAM) |

1. **INTRODUCTION**

This is the Terms of Reference (ToR) for -the Midterm Review (MTR) of the full-sized UNDP-supported GEF-financed project titled “Asystemic approach to sustainable urbanization and resource efficiency in Greater Amman Municipality (GAM)” (PIMS 9204) implemented through the Greater Amman Municipality, which is to be undertaken in 2021. The project started on the *25the Sept. 2018* and is in its *third* year of implementation. This ToR sets out the expectations for this MTR. The MTR process must follow the guidance outlined in the document [*Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*](http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_EN_2014.pdf)).

1. **PROJECT BACKGROUND INFORMATION**

The UNDP-GEF project is designed to promote low-carbon buildings in Greater Amman Municipality, and eventually in other municipalities and cities in Jordan, through the application of Building Energy Codes, and in particular the Thermal Insulation Code for new buildings, and retrofit guidelines for existing buildings. The project will directly support the implementation of the National Energy Efficiency Action Plan 2016, and the National Green Growth Plan 2016. This will be achieved through four outcomes: (i) putting in place planning and monitoring frameworks to foster accelerated low-carbon development in GAM and benchmark progress against established international standards; (ii) strengthening the enabling conditions, methodologies and tools in GAM for enforcing regulatory frameworks for EE buildings and street lighting; (iii) an integrated climate monitoring and finance framework is established for the development of urban NAMAs, and appropriate financial de-risking tools are identified and supported to promote adoption of EE measures in buildings attached to MRV systems; and (iv) selected proof-of-concept mitigation interventions to operationalize the outputs under the previous outcomes.

The lifetime global environment benefits will accrue from enhancing building thermal insulation in a combination of six proof-of-concept buildings in Amman and will be ~11.4 ktCO2e. Consequential emission reductions amounting to ~7.2 MtCO2e are expected between 2018 and 2042 predominantly through the enforcement of Codes. The project yields a GEF abatement cost of 0.365 US$/tCO2e. The project will produce co-benefits such as job creation for enhancing building envelope thermal insulation, and the reduction in water used in buildings that will increase the water resilience of urban areas to an already water-stressed situation

The **COVID-19 pandemic in Jordan** is part of the worldwide pandemic of coronavirus disease. On March 2nd, 2020, the Ministry of Health confirmed the first case in Jordan. As soon as reports about a novel coronavirus in China emerged in early 2020, Jordan's National Epidemics Committee and Health Ministry designated certain hospitals to treat infections and established several protocols to deal with the arrival of the coronavirus to the country.  The government suspended schools, banned public gatherings and closed the borders and airports in response to the rapid spread of the virus in countries surrounding Jordan and around the world and implemented a plan to quarantine arrivals in the country before the borders and the airport were completely shut down on 17 March 2020. During the curfew, the project had an adaptive management approach by which went ahead with possible activities and had to delay some others that needed direct interaction and/or travels for events, workshops etc.

During the second quarter of 2021, the Jordanian government moved to ease the lockdown and re-open the economy as the indicators show improvement in the epidemiological situation. The Government of Jordan is following a plan for the gradual reopening of sectors and is divided into three phases, the first phase began in June 1st where it included the gradual reopening of some sectors and businesses, and procedures to regulate the entry of those coming from outside the Kingdom. The second phase started in July 1st where it included reducing the curfew hours and the return of public sector employees to work by 100 percent. The third phase will begin in Sept. 1st through which the government aims to return to most aspects of normal life before the pandemic, as the curfew will be cancelled in all its forms and the return of in-class education in schools and universities and allowing more sectors and businesses to work in all times and at full capacity.

Fully vaccinated travelers (full doses) are no longer required to conduct a PCR test upon arrival to Jordan. All travelers must complete a [**health declaration and locator form**](https://www.myjordanjourney.com/e2t/tc/VWg3fF3LPdKpW29T7J73xDDcgW4TqGZG4smPmfN4HzmfG3p_9rV1-WJV7CgMvQW1yd-Xg64YZySW6Zr4BK4RHlB1W2rtqB4934TZGW5qTVv38WQh1pVkVpgm8cCzLZW86MsZ64W9BT4VksJSF3ZPPYVVntCd44FtQMdW25mrfr7Kzhk_W4m9rqc4H47jBW5xsyRQ47lQt0W7vnk0q4Pps8GW593H2y8gVfvzW955DSk4bgzdfW8Qk3FC49YpKCW2V8Dpf3N8Kn3W1xw3Bk4WScfhW34FlDv8_X82sW1-rbxR3cw8z-W2rT3_p4gTmcmW8yqndN5Q4ns5W2NN0qS2Rl6FXW8K8n1p7FMfjcW561lJt3DrBgHW13FM6-2TGBRCN43z3SRJ-8JV3bKT1) at check-in if arriving by air, obtain health/travel insurance and visit [**https://gateway2jordan.gov.jo**](https://gateway2jordan.gov.jo/) to complete the required travel declaration form and obtain their personal QR code which is mandatory for boarding. This QR code will also serve as proof of vaccination for fully vaccinated travelers upon arrival and while traveling through the country.

**MTR PURPOSE**

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

1. **MTR APPROACH & METHODOLOGY**

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

The MTR consultant 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 Project Review/PIRs, project budget revisions, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review). The MTR consultant will review the baseline GEF focal area Tracking Tool/Core Indicators submitted to the GEF at CEO endorsement, and the midterm GEF focal area Tracking Tool/Core Indicators that must be completed before the MTR field mission begins.

The MTR consultant is expected to follow a collaborative and participatory approach[[1]](#footnote-1) ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), the Nature, Climate and Energy (NCE) Regional Technical Advisers, direct beneficiaries, and other key stakeholders.

Engagement of stakeholders is vital to a successful MTR.[[2]](#footnote-2) Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to *Greater Amman Municipality, Jordan National Building Council, Ministry of Environment, Jordan Renewable Energy and Energy Efficiency Fund, Energy and Mineral regulatory commission and National Energy Research Center*, senior officials and task team/ component leaders, key experts and consultants in the subject area, Project Board, project stakeholders.

The specific design and methodology for the MTR should emerge from consultations between the MTR consultant and the above-mentioned parties regarding what is appropriate and feasible for meeting the MTR purpose and objectives and answering the evaluation questions, given limitations of budget, time and data.

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

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

The assignment shall be conducted “physically” and in case circumstances on the ground didn’t allow upon the selection and commencement of the mission, UNDP will notify the consultant and agree on the alternative approach.

1. **DETAILED SCOPE OF THE MTR**

The MTR consultant will assess the following four categories of project progress. See the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* (currently valid version: 2014) for extended descriptions.

**i. Project Strategy**

Project design:

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

Results Framework/Logframe:

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

**ii. Progress Towards Results**

Progress Towards Outcomes Analysis:

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

Table 1. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Project Strategy** | **Indicator[[3]](#footnote-3)** | **Baseline Level[[4]](#footnote-4)** | **Level in 1st PIR (self- reported)** | **Midterm Target[[5]](#footnote-5)** | **End-of-project Target** | **Midterm Level & Assessment[[6]](#footnote-6)** | **Achievement Rating[[7]](#footnote-7)** | **Justification for Rating** |
| **Objective:** | Indicator (if applicable): |  |  |  |  |  |  |  |
| **Outcome 1:** | Indicator 1: |  |  |  |  |  |  |  |
| Indicator 2: |  |  |  |  |  |
| **Outcome 2:** | Indicator 3: |  |  |  |  |  |  |  |
| Indicator 4: |  |  |  |  |  |
| Etc. |  |  |  |  |  |
| **Etc.** |  |  |  |  |  |  |  |  |

**Indicator Assessment Key**

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

In addition to the progress towards outcomes analysis:

* Compare and analyse the GEF Tracking Tool/Core Indicators at the Baseline with the one completed right before the Midterm Review.
* Identify remaining barriers to achieving the project objective in the remainder of the project.
* By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

**iii. Project Implementation and Adaptive Management**

Management Arrangements:

* Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
* Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
* Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.
* Do the Executing Agency/Implementing Partner and/or UNDP and other partners have the capacity to deliver benefits to or involve women? If yes, how?
* What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?
* What is the gender balance of the Project Board? What steps have been taken to ensure gender balance in the Project Board?

Work Planning:

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

Finance and co-finance:

* Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
* Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
* Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
* Informed by the co-financing monitoring table2 to be filled out by the UNDP Country Office in Jordan and project team, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Table 2: co-financing monitoring of project “Mainstreaming conservation of migratory soaring birds into key productive sectors along the Rift Valley/Red Sea flyway (Tranche 2) ”

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Sources of Co-financing** | **Name of Co-financer** | **Type of Co-financing** | **Co-financing amount confirmed at CEO Endorsement (US$)** | **Actual Amount Contributed at stage of Midterm Review (US$)** | **Actual % of Expected Amount** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  | **TOTAL** |  |  |  |

Project-level Monitoring and Evaluation Systems:

* Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
* Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?
* Review the extent to which relevant gender issues were incorporated in monitoring systems. See *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.

Stakeholder Engagement:

* Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
* Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
* Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?
* How does the project engage women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls and boys? Identify, if possible, legal, cultural, or religious constraints on women’s participation in the project. What can the project do to enhance its gender benefits?

Social and Environmental Standards (Safeguards)

* Validate the risks identified in the project’s most current SESP, and those risks’ ratings; are any revisions needed?
* Summarize and assess the revisions made since CEO Endorsement/Approval (if any) to:
  + The project’s overall safeguards risk categorization.
  + The identified types of risks[[8]](#footnote-8) (in the SESP).
  + The individual risk ratings (in the SESP).
* Describe and assess progress made in the implementation of the project’s social and environmental management measures as outlined in the SESP submitted at CEO Endorsement/Approval (and prepared during implementation, if any), including any revisions to those measures. Such management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project’s design; refer to Question 6 in the SESP template for a summary of the identified management measures.

A given project should be assessed against the version of UNDP’s safeguards policy that was in effect at the time of the project’s approval.

Reporting:

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

Communications & Knowledge Management:

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

**iv. Sustainability**

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

Financial risks to sustainability:

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

Socio-economic risks to sustainability:

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

Institutional Framework and Governance risks to sustainability:

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

Environmental risks to sustainability:

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

**Conclusions & Recommendations**

The MTR consultant will include a section of the report setting out the MTR’s evidence-based conclusions, in light of the findings.

Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report’s executive summary. See the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for guidance on a recommendation table.

The MTR consultant should make no more than 15 recommendations total.

**Ratings**

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

Table3. MTR Ratings & Achievement Summary Table for the project “Mainstreaming conservation of migratory soaring birds into key productive sectors along the Rift Valley/Red Sea flyway (Tranche 2)”

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

1. **TIMEFRAME**

The total duration of the MTR will be approximately *25* working daysover a time period of two months, the tentative MTR timeframe is as follows:

|  |  |  |
| --- | --- | --- |
| **ACTIVITY** | **NUMBER OF WORKING DAYS** | **COMPLETION DATE** |
| Document review and preparing MTR Inception Report (MTR Inception Report due no later than 2 weeks before the MTR mission) | *2 days* | *Preferably before or by 16 October 2020* |
| MTR virtual mission: stakeholder meetings, interviews, field visits if possible | *8 days* | *Preferably before or by 30 October 2020* |
| Presentation of initial findings- last day of the MTR mission | *1 day* | *Preferably before or by 30 October 2020* |
| Preparing draft report (due within 3 weeks of the MTR mission) | *10* | *Preferably before or by 15 November 2020* |
| Finalization of MTR report/ Incorporating audit trail from feedback on draft report (due within 1 week of receiving UNDP comments on the draft | *4* | *Preferably before or by 30 November 2020* |

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

1. **MIDTERM REVIEW DELIVERABLES**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **#** | **Deliverable** | **Description** | **Timing** | **Responsibilities** |
| **1** | **MTR Inception Report** | MTR consultant clarifies objectives and methods of Midterm Review | No later than a week before the MTR virtual mission | MTR consultant submits to the Commissioning Unit at UNDP JOR CO and project management |
| **2** | **Presentation** | Initial Findings | End of MTR mission | MTR consultant presents to project management and the Commissioning Unit at UNDP JOR CO |
| **3** | **Draft Final Report** | Full report (using guidelines on content outlined in Annex B) with annexes | Within 4 weeks of the MTR virtual mission | Sent to the Commissioning Unit at UNDP JOR CO, reviewed by RTA, Project Coordinating Unit, GEF OFP |
| **4** | **Final Report\*** | Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report | Within 1 week of receiving UNDP comments on draft  ) | Sent to the Commissioning Unit at UNDP JOR CO |

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

1. **MTR ARRANGEMENTS**

The principal responsibility for managing this MTR resides with the UNDP Jordan Country Office, The CO will contract the consultant and provide an updated stakeholder list with contact details (phone and email). The Project team will be responsible for liaising with the MTR consultant to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

1. **TEAM COMPOSITION**

An independent consultant will be recruited to conduct MTR. The consultant cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project’s related activities.

Due to travel restrictions as a result of COVID 19 crisis, the consultant is expected to work remotely. All needed logistical arrangements will be provided and supported by the commissioning unit at UNDP JOR CO and the project team.

###### Education

* A master’s degree in renewable energy, energy efficiency, climate and environmental sciences, and related engineering disciplines.

Experience

* At least 10 years of experience in relevant technical areas of energy efficiency, renewable energy, climate change, environmental management, and any related engineering disciplines.
* Relevant experience with result-based management evaluation methodologies.
* Experience applying SMART indicators and reconstructing or validating baseline scenarios.
* Proven experience in evaluating projects and preparing evaluation reports, with experience in evaluating GEF and/or UNDP projects preferred.
* Demonstrated understanding of issues related to gender and biodiversity, experience in gender sensitive evaluation and analysis.
* Proven communication and writing skills.
* Experience with implementing evaluations remotely will be considered an asset.

Language

* Fluency in written and spoken English

1. **ETHICS**

This MTR will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The MTR consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The MTR consultant must also ensure security of collected information before and after the MTR and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information, knowledge and data gathered in the MTR process must also be solely used for the MTR and not for other uses without the express authorization of UNDP and partners.

1. **PAYMENT MODALITIES AND SPECIFICATIONS**

* 20% payment upon satisfactory delivery of the final MTR Inception Report and approval by the Commissioning Unit
* 40% payment upon satisfactory delivery of the draft MTR report to the Commissioning Unit
* 40% payment upon satisfactory delivery of the final MTR report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and completed TE Audit Trail
* *Note:*

*In line with the UNDP’s financial regulations, should it be determined by the UNDP 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 or will be partially paid.*

1. **APPLICATION PROCESS**[[9]](#footnote-9)

**Recommended Presentation of Proposal:**

1. **Letter of Confirmation of Interest and Availability** using the [template](https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx)[[10]](#footnote-10) provided by UNDP;
2. **CV** and a **Personal History Form** ([P11 form](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)[[11]](#footnote-11));
3. **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
4. **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](http://procurement-notices.undp.org/view_file.cfm?doc_id=29916). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should by email at the following address ic.jo@undp.org and [rana.saleh@undp.org](mailto:rana.saleh@undp.org). This email address is being protected from spam bots, you need Javascript enabled to view it 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.

|  |  |  |
| --- | --- | --- |
| Criteria | Weight | Max. Point |
| Technical | 70% | 70 |
| * Experience in working on MTR for GEF projects |  | 17.50 |
| * Technical approach and methodology and work plan demonstrating a clear understanding of the job to be done |  | 17.50 |
| * Experience conducting MTR for relevant energy projects funded by GEF. |  | 17.50 |
| * Relevance of Education/ Degree |  | 17.50 |
| Financial | 30% | 30 |

#### ToR ANNEX A: List of Documents to be reviewed by the MTR consultant

1. PIF
2. UNDP Initiation Plan
3. UNDP Project Document
4. UNDP Social and Environmental Screening Procedure (SESP)
5. Project Inception Report
6. All Project Implementation Reports (PIR’s)
7. Quarterly progress reports and work plans of the various implementation task teams
8. Audit reports
9. Finalized GEF focal area Tracking Tools/Core Indicators at CEO endorsement and midterm
10. Oversight mission reports
11. All monitoring reports prepared by the project
12. Financial and Administration guidelines used by Project Team

The following documents will also be available:

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

#### ToR ANNEX B: Guidelines on Contents for the Midterm Review Report[[12]](#footnote-12)

|  |  |  |
| --- | --- | --- |
| **i.** | Basic Report Information *(for opening page or title page)*   * Title of UNDP supported GEF financed project * UNDP PIMS# and GEF project ID# * MTR time frame and date of MTR report * Region and countries included in the project * GEF Operational Focal Area/Strategic Program * Executing Agency/Implementing Partner and other project partners * MTR consultant * Acknowledgements | |
| **ii.** | Table of Contents | |
| **iii.** | Acronyms and Abbreviations | |
| **1.** | Executive Summary *(3-5 pages)*   * Project Information Table * Project Description (brief) * Project Progress Summary (between 200-500 words) * MTR Ratings & Achievement Summary Table * Concise summary of conclusions * Recommendation Summary Table | |
| **2.** | Introduction *(2-3 pages)*   * Purpose of the MTR and objectives * Scope & Methodology: principles of design and execution of the MTR, MTR approach and data collection methods, limitations to the MTR * Structure of the MTR report | |
| **3.** | Project Description and Background Context *(3-5 pages)*   * Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope * Problems that the project sought to address; threats and barriers targeted * Project Description and Strategy: objective, outcomes and expected results, description of field sites (if any) * Project Implementation Arrangements: short description of the Project Board, key implementing partner arrangements, etc. * Project timing and milestones * Main stakeholders: summary list | |
| **4.** | Findings *(12-14 pages)* | |
| **4.1** | Project Strategy   * Project Design * Results Framework/Logframe |
| **4.2** | Progress Towards Results   * Progress towards outcomes analysis * Remaining barriers to achieving the project objective |
| **4.3** | Project Implementation and Adaptive Management   * Management Arrangements * Work planning * Finance and co-finance * Project-level monitoring and evaluation systems * Stakeholder engagement * Social and Environmental Standards (Safeguards) * Reporting * Communications & Knowledge Management |
| **4.4** | Sustainability   * Financial risks to sustainability * Socio-economic to sustainability * Institutional framework and governance risks to sustainability * Environmental risks to sustainability |
| **5.** | Conclusions and Recommendations *(4-6 pages)* | |
|  | **5.1** | Conclusions   * Comprehensive and balanced statements (that are evidence-based and connected to the MTR’s findings) which highlight the strengths, weaknesses and results of the project |
| **5.2** | Recommendations   * Corrective actions for the design, implementation, monitoring and evaluation of the project * Actions to follow up or reinforce initial benefits from the project * Proposals for future directions underlining main objectives |
| **6.** | Annexes   * MTR ToR (excluding ToR annexes) * MTR evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology) * Example Questionnaire or Interview Guide used for data collection * Ratings Scales * MTR mission itinerary * List of persons interviewed * List of documents reviewed * Co-financing table (if not previously included in the body of the report) * Signed UNEG Code of Conduct form * Signed MTR final report clearance form * *Annexed in a separate file:* Audit trail from received comments on draft MTR report * *Annexed in a separate file:* Relevant midterm tracking tools (*METT, FSC, Capacity scorecard, etc.) or Core Indicators* * *Annexed in a separate file: GEF Co-financing template (categorizing each co-financing amount as ‘investment mobilized’ or ‘recurrent expenditure’)* | |

#### ToR ANNEX C: Midterm Review Evaluative Matrix Template

This Midterm Review Evaluative Matrix must be fully completed/amended by the consultant and included in the MTR inception report and as an Annex to the MTR report.

Annex C: Evaluation Questions

| **Evaluative Criteria Questions** | | **Indicators** | **Sources** | **Methodology** |
| --- | --- | --- | --- | --- |
| Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels? | | | | |
|  | * How and why have project outcomes and strategies contributed to the achievement of the expected results? Have the project outcomes contributed to national development priorities and plans? | * tbd[[13]](#footnote-13) | * tbd | * tbd |
|  | * Are the project’s objectives and components clear, practicable and feasible within the project’s timeframe? | * tbd | * tbd | * tbd |
|  | * Were the capacities of executing institutions and counterparts properly considered when the project was designed? | * tbd | * tbd | * tbd |
|  | * Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry? | * tbd | * tbd | * tbd |
|  | * What are the underlying factors beyond the project’s immediate control and to what extent they have influenced outcomes and results? How appropriate and effective were the project’s management strategies for these factors. | * tbd | * tbd | * tbd |
| Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved? | | | | | |
|  | * To what extent have the project objectives and outcomes, as set out in the Project Document, project’s Logical Framework and other related documents, have been achieved? | * tbd | * tbd | * tbd |
|  | * Review planned strategies and plans for achieving the overall objective of the project within the timeframe. | * tbd | * tbd | * tbd |
|  | * Were the assumptions made by the project right and what new assumptions that should be made could be identified? | * tbd | * tbd | * tbd |
|  | * Were the project budget and duration planned in a cost-effective way? | * tbd | * tbd | * tbd |
|  | * How and to what extent have implementing agencies contributed and national counterparts (public, private) assisted the project? | * tbd | * tbd | * tbd |
|  | * Has COVID 19 crisis affected the implementation of the project`s activities |  |  |  |
| Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards? | | | | | |
|  | * How useful was the logical framework as a management tool during implementation and any changes made to it? | * tbd | * tbd | * tbd |
|  | * Were the risks identified in the project document and PIRs the most important and the risk ratings applied appropriately? | * tbd | * tbd | * tbd |
|  | * How and to what extent have project implementation process, coordination with participating stakeholders and important aspects affected the timely project start-up, implementation and closure? | * tbd | * tbd | * tbd |
|  | * Do the outcomes developed during the project formulation still represent the best project strategy for achieving the project objectives? | * tbd | * tbd | * tbd |
|  | * How have local stakeholders participated in project management and decision-making? What are the strengths and weaknesses of the approach adopted by the project? What could be improved? | * tbd | * tbd | * tbd |
|  | * Does the project consult and make use of skills, experience and knowledge of the appropriate government entities, NGOs, community groups, private sector, local governments and academic institutions in the implementation and evaluation of project activities? | * tbd | * tbd | * tbd |
| Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results? | | | | | |
|  | * Was project sustainability strategy developed during the project design? | * tbd | * tbd | * tbd |
|  | * How relevant was the project sustainability strategy? | * tbd | * tbd | * tbd |
|  | * Are there any financial risks that may jeopardize sustenance of project outcomes? What is the likelihood of financial and economic resources not being available once the GEF assistance ends (resources can be from multiple sources, such as the public and private sectors, income generating activities, and trends that may indicate that it is likely that in future there will be adequate financial resources for sustaining project’s outcomes)? | * tbd | * tbd | * tbd |
|  | * Are there any social or political risks that may jeopardize sustenance of project outcomes? What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes/benefits be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there a sufficient public/ stakeholder awareness in support of the long term objectives of the project? | * tbd | * tbd | * tbd |
| **Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?** | | | | | |
|  | * How has the project contributed to the reduced environmental stress and/or improved ecological status? | * tbd | * tbd | * tbd |
|  | * Are the project outcomes contributing to national development priorities and plans? | * tbd | * tbd | * tbd |

#### ToR ANNEX D: UNEG Code of Conduct for Evaluators/Midterm Review Consultants[[14]](#footnote-14)

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

#### ToR ANNEX E: MTR Ratings

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

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

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

#### ToR ANNEX F: MTR Report Clearance Form

*(to be completed by the Commissioning Unit and RTA and included in the final document)*

|  |
| --- |
| **Midterm Review Report Reviewed and Cleared By:**  **Commissioning Unit (M&E Focal Point)**  Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  **Regional Technical Advisor (Nature, Climate and Energy)**  Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

#### ToR ANNEX G: Audit Trail Template

*Note:* The following is a template for the MTR consultant to show how the received comments on the draft MTR report have (or have not) been incorporated into the final MTR report. This audit trail should be included as an annex in the final MTR report.

**To the comments received on (*date*) from the Midterm Review of (*project name*) (UNDP Project ID-*PIMS #)***

*The following comments were provided in track changes to the draft Midterm Review report; they are referenced by institution (“Author” column) and not by the person’s name, and track change comment number (“#” column):*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Author** | **#** | **Para No./ comment location** | **Comment/Feedback on the draft MTR report** | **MTR team**  **response and actions taken** |
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**Management arrangement:**

The consultant is expected to work with project management unit with a full guidance and supervision from the UNDP Team leader of the Environment, climate change and DRR portfolio.

|  |  |
| --- | --- |
| **UNDP Signature** | **IC Signature** |
|  |  |

1. For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](http://www.undp.org/content/undp/en/home/librarypage/capacity-building/discussion-paper--innovations-in-monitoring---evaluating-results/), 05 Nov 2013. [↑](#footnote-ref-1)
2. For more stakeholder engagement in the M&E process, see the [UNDP Handbook on Planning, Monitoring and Evaluating for Development Results](http://www.undg.org/docs/11653/UNDP-PME-Handbook-(2009).pdf), Chapter 3, pg. 93. [↑](#footnote-ref-2)
3. Populate with data from the Logframe and scorecards [↑](#footnote-ref-3)
4. Populate with data from the Project Document [↑](#footnote-ref-4)
5. If available [↑](#footnote-ref-5)
6. Colour code this column only [↑](#footnote-ref-6)
7. Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU [↑](#footnote-ref-7)
8. Risks are to be labeled with both the UNDP SES Principles and Standards, and the GEF’s “types of risks and potential impacts”: Climate Change and Disaster; Disadvantaged or Vulnerable Individuals or Groups; Disability Inclusion; Adverse Gender-Related impact, including Gender-based Violence and Sexual Exploitation; Biodiversity Conservation and the Sustainable Management of Living Natural Resources; Restrictions on Land Use and Involuntary Resettlement; Indigenous Peoples; Cultural Heritage; Resource Efficiency and Pollution Prevention; Labor and Working Conditions; Community Health, Safety and Security. [↑](#footnote-ref-8)
9. Engagement of the consultants should be done in line with guidelines for hiring consultants in the POPP: <https://info.undp.org/global/popp/Pages/default.aspx> [↑](#footnote-ref-9)
10. <https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx> [↑](#footnote-ref-10)
11. <http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc> [↑](#footnote-ref-11)
12. The Report length should not exceed *40* pages in total (not including annexes). [↑](#footnote-ref-12)
13. tbd – to be determined by consultant in consultations with the project team [↑](#footnote-ref-13)
14. <http://www.unevaluation.org/document/detail/100> [↑](#footnote-ref-14)