# Terminal evaluation terms of reference

**Terms of Reference for the Terminal Evaluation**

1. **Introduction**

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the Greening the Logistics Industry in Zhejiang Province (GLIZP) (PIMS #5238) implemented through the Zhejiang Economic Information Center (Zhejiang Project Office). The project started on the 3rd Jan 2017 and is in its fourth year of implementation. The TE process must follow the guidance outlined in the document ‘[Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects](https://eur03.safelinks.protection.outlook.com/?url=http%3A%2F%2Fweb.undp.org%2Fevaluation%2Fguideline%2Fdocuments%2FGEF%2FTE_GuidanceforUNDP-supportedGEF-financedProjects.pdf&data=02%7C01%7Ckwanruen.seubam%40undp.org%7Cb3b7f4c33bfb44375b2a08d84327b136%7Cb3e5db5e2944483799f57488ace54319%7C0%7C0%7C637333185130113391&sdata=3c1wXY5KQ0PwKx6aozlA1H8Tn%2BQrvyKzGo4DvgWMy8Q%3D&reserved=0)’.

1. **Project Background and Context**

For a country like China, which for the past 2 decades has been experiencing rapid economic growth, activities such as the production, handling, storage, and physical delivery of products/goods (including raw materials) have increased significantly. Trucking, the most common, yet the most energy inefficient form of freight/cargo transport, accounts for 75% of the annual total volume of freight transport in China (compared to 75% by rail in the USA). Currently, the logistics industry in China faces lots of problems, including non-standard supply chain equipment, low truck availability, low quality of diesel fuel due to the difference between China’s crude oil standards and international standard and long loading time. As a result, operational expenses (mainly on energy consumption for physical distribution, i.e., freight transport; and materials management, i.e., inventory carrying) in China’s logistics industry account for 18.3% of the GDP, compared with 6% in Germany and 5% in France.

To cope up with the rapid economic growth, logistics infrastructure investments have been spectacular; in the last five years. China has spent more than about US$1.5 trillion on 639,000 km of new roads, 33,000 km of new freeways and 15,500 km of new railway lines. It has created 1,700 deep water ports and 170 airports. But all of these are not integrated. As a result, despite of these huge investments, the logistics efficiency in China is very low compared to that in other countries. National average empty truck load is 50% to 60%. Also, average fuel consumption per distance by trucks is about 30% higher than those in the developed countries. The logistics across China cost a massive 18% of GDP in Q1 2012, about double that of developed countries. China’s higher logistics cost is related to the capacity and skills of its logistics services providers (LSPs). The country’s LSPs are yet to progress further towards added value and more sophisticated services. The logistics industry is fragmented, with more than 1,000 “unskilled providers”.

China’s total social logistics cost exceeded 10 trillion RMB in 2013, making up 18% of GDP. Logistics energy consumption remained high, amounting to 272.3 million tce to 311.2 million tce (ton of coal equivalent) in the same year. In general, energy takes up 27% - 31% of operating cost of the China’s logistics industry. According to rough estimates, energy consumption cost has climbed to 40% or even 80% of total cost for transport LSPs. With the dawning of rapid-development phase for modern logistics in China, reliance by the logistics industry in petroleum has become irreversible. The high petroleum price contributes to the rising transportation cost, which significantly adds to logistics cost. As energy price fluctuates, this certainly exerts certain impacts on logistics enterprises and industry in terms of rising of operating cost, shrinking of profit and capital shortage of domestic LSPs.

Out of the China’s total energy consumption reaching 3.89 billion tce in 2013, the logistics industry share was 7% to 8%, which is equivalent to 272.3 million to 311.2 million tce. The estimated overall energy consumption of China’s logistics industry is 4.79 to 5.47 tce/10,000 RMB GDP, with reference to the corresponding total GDP of 56.9 trillion RMB of China. Based on the data from National Bureau of Statistics, China’s transportation, warehousing, and post sectors consume 10% of overall energy.

Effective logistics provision is among the most critical factors for China’s economic development, and in some particular circumstances, it could be the very important consideration. Modernization of logistics operations can effectively enhance a country’s industrial structure and improve quality of economic operation. As a result of the shift in global energy supply forms and the enhanced green energy awareness in recent years, energy supply has become a key element that can potentially affect the development of the country’s logistics industry

**Project Summary**

GLIZP is aimed at widespread application of energy efficient green logistics technology (techniques and practices) in the logistics industry in Zhejiang Province. A barrier removal approach will be applied to achieve effective and extensive application of green logistics concepts in the province’s logistics industry. The project is expected to transform the logistics industry in Zhejiang Province into one where the interplay of operational efficiency, environmental friendliness and energy efficiency/conservation ensures sustainable operation and development of the logistics industry in serving the commercial and manufacturing sectors in the province in the collection, storage and delivery of goods in an efficient, energy conserving, waste-reducing manner. This will be achieved through the implementation of activities grouped into three project components: (1) Policy and Regulatory Support for Green Logistics, (2) Green Logistics Systems Demonstration, and (3) Capacity Building and Promotion of, Green Logistics Systems.

**Expected outcomes:**

1. Established and enforced policy and regulations on the application and operation of green logistics systems in the logistics industry in Zhejiang Province. 1) Completed analysis of: (1) the energy use trends and GHG emissions from the operation of the logistics industry (materials management and physical distribution) in Zhejiang Province as basis for formulating policies; and, (2) green logistics systems developed and implemented in other countries and their utilization performances;2) Formulated, recommended and implemented standards, policies, incentive schemes and implementing rules and regulations on the promotion and adoption of green logistics in Zhejiang Province; 3) Published and disseminated guides and reference documents for the application of energy conserving and energy efficient practices in the logistics industry; 4) Approved follow-up plan for the replication of the applications of the piloted green logistics policies in Zhejiang Province in other provinces and cities;
2. Improved energy efficiency in the materials management and physical distribution activities in the logistics industry in Zhejiang Province. 1)Completed designs of energy efficient materials management demonstrations focusing on using energy efficient materials management systems in packaging, warehousing, cold storage, etc., in the logistics industry in Zhejiang Province; 2) Completed designs of energy efficient physical distribution demonstrations focusing on integrated multi-modal transport systems and reduction of empty load rates in the freight transport operations of the logistics industry in Zhejiang Province; 3) Installed and fully operational green logistics-based centralized logistic platform in Fuyang City, Zhejiang Province; 4) Operational green logistics-based physical distribution system demonstration project in Zhejiang Province; 5) Documented annual evaluation reports on the energy performance and environmental impacts of each demo project in materials management and physical distribution, and documented and disseminated demo project results; 6) Developed action plan for scaling-up and sustainability of the green logistics system demonstration program;
3. Increased application and utilization of energy efficient materials management and physical distribution techniques, technologies and practices in the logistics and manufacturing industries in Zhejiang Province. 1) Completed assessment report on capacity development needs in the area of green logistics and developed green logistics capacity building program; 2) Completed green logistics training courses for government authorities and relevant stakeholders in the logistics and manufacturing industries in Zhejiang Province (e.g., concepts, practices, methodologies; 3) Completed technical assistance program for assisting small-to-medium size LSPs on the application of green logistics systems; 4) Completed promotional workshops and activities for enhancing awareness and knowledge in green logistics systems; 5) Completed and fully evaluated program for the promotion and capacity building of green logistics systems; 6) Designed, endorsed and implemented an energy performance rating program and green logistics information sharing system for LSPs in Zhejiang Province;

Implementation Period: 2017-2020

*NOTE: Include details (a paragraph) on the impact of COVID-19 both on the country as a whole (number of cases, deaths, lockdown dates etc.) as well as the impact on the implementation of the project/ program/ outcome being evaluated, if any.*

1. Terminal Evaluation Purpose

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

The TE will identify potential project design problems, assess progress towards the achievement of the project objective, identify and document lessons learned (including lessons that might improve design and implementation of other UNDP-GEF projects), and make recommendations regarding specific actions that should be taken to improve the project. The TE will assess early signs of project success or failure and identify the necessary changes to be made. The project performance will be measured based on the indicators of the project’s logical framework and various Tracking Tools.

The TE must provide evidence based information that is credible, reliable, and useful. The review team is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. Interviews will be held with the following organizations and individuals at a minimum:

1. UNDP staff who have project responsibilities;
2. Executing agencies (including but not limited to senior officials and task team/ component leaders: ZDRC, key experts and consultants in the demonstration areas, PSC members;
3. The Chair of Project Steering Committee
4. Project stakeholders, to be determined at the TE inception meeting; including academia, local government, and CBOs

The team will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review.

1. **TE Approach & Methodology**

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

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

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

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to; executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc.

The TE Team will conduct an online meeting with UNDP, National Project Director (NPD), Project Management Office (PMO). An “exit” interview will also be held to discuss the findings of the assessment prior to the submission of the draft Final Report.

Prior to engagement and visiting the PMO, the TE Team shall receive all the relevant documents including at least:

* The Project Document and Project Brief
* Inception Report
* Annual Work and Financial Plans
* Annual Project Report/Project Implementation Review (APR/PIR) for 2017,2018 and 2019

To provide more details, as may be needed, the following will be made available for access by the TE Team:

* Executive summary of all quarterly reports
* Internal monitoring results
* Terms of Reference for past consultants’ assignments and summary of the results
* Past audit reports

All additional material related to the project management and implementation and held by the PMO and their subcontracts will be available for review at the discretion of the Evaluation Team.

The TE Evaluation Team should at least interview (online) the following people:

* National Project Director
* National Project Coordinator
* PMO Director
* International Chief Technical Advisor
* Project Financial Officer
* A representative of the Project Steering Committee
* UNDP Country Office in China in-charge of the Project

It is also anticipated that the TE will interview a number of sub-contractors and recipients of services and make site visits to implementation areas. However, the degree to which such interactions are required will be at the discretion of the Evaluation Team.

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

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

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

* *Additional Text to incorporate into this section, as relevant (please adjust as needed):*

*As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country has been restricted since XX/XXXX and travel in the country is also restricted. If it is not possible to travel to or within the country for the TE mission then the TE team should develop a methodology that takes this into account the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.*

*If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability, or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final TE report.*

*If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm’s way and safety is the key priority.*

*A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the TE schedule. Equally, qualified, and independent national consultants can be hired to undertake the TE and interviews in country as long as it is safe to do so.*

1. Detailed Scope of the Evaluation

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

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

The asterisk “(\*)” indicates criteria for which a rating is required.

Findings

1. Project Design/Formulation

* National priorities and country driven-ness
* Theory of Change
* Gender equality and women’s empowerment
* Social and Environmental Safeguards
* Analysis of Results Framework: project logic and strategy, indicators
* Assumptions and Risks
* Lessons from other relevant projects (e.g. same focal area) incorporated into project design
* Planned stakeholder participation
* Linkages between project and other interventions within the sector
* Management arrangements

1. Project Implementation

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

1. Project Results

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

Main Findings, Conclusions, Recommendations and Lessons Learned

* The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
* The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses, and results of the project, respond to key evaluation questions, and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women’s empowerment.
* Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
* The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
* It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

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

**ToR Table 2: Evaluation Ratings Table for *(project title)***

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

The TE will assess the Project implementation taking into account the status of the project activities and outputs and the resource disbursements made up to the point of the start of the review

The evaluation will involve analysis at two levels: component level and project level. On the component level, the following shall be assessed:

* Whether there is effective relationship and communication between/among components so that data, information, lessons learned, best practices and outputs are shared efficiently, including cross-cutting issues during project implementation.
* Whether the performance measurement indicators and targets used in the project monitoring system were adequately used in monitoring and gauging the achievement of the project outputs and outcomes.
* Whether the end-of-project targets for each objectively verifiable indicator of the project objective and each project outcome were achieved.
* Estimated % removal of the barriers that are intended to be removed in each project component.
* Whether the use of consultants has been successful in achieving component outputs.
* Whether the quality of the outputs of consultants whose services were engaged by the project is of the required quality, were useful to the realization of the project outcomes, and were delivered in a timely manner.
* Whether the appropriate resource inputs to deliver the outputs were adequately provided.

The evaluation will include such aspects as appropriateness and relevance of work plan, compliance with the work and financial plan with budget allocation, timeliness of disbursements, procurement, coordination among project team members and committees. Any issue or factor that has impeded or accelerated the implementation of the project or any of its components, including actions taken and resolutions made should be highlighted.

On the project level, it will assess the project performance in terms of: (a.) Progress towards achievement of results, (b.) Factors affecting successful implementation and achievement of results, (c.) Project Management framework, and (d.) Strategic partnerships.

Progress towards achievement of results (internal and within project’s control)

* Has the Project made satisfactory progress in achieving project outputs vis-à-vis the targets and related delivery of inputs and activities?
* Were the direct partners and project consultants able to provide necessary inputs or achieve results?
* Given the level of achievement of outputs and related inputs and activities, is the Project likely to achieve its expected outcomes and objective? Is the project contributing to the achievement of its goal?
* Are there critical issues relating to achievement of project results that have been pending and are not resolved? What are the impacts of such pending or unresolved issues?
* What is the planned exit strategy for the project? What is the plan for sustaining and maintaining the implementation of the various frameworks (policy/regulatory and institutional) and systems, best practices that the project has established and operationalized after the project completion?

Factors affecting successful implementation and achievement of results (beyond the Project’s immediate control or project-design factors that influence outcomes and results)

* Has the project implementation and achievement of results proceeding well and according to plan, or are there any outstanding issues, obstacles, bottlenecks, etc. on the consumer, government or private sector or other organizations that are affecting the successful implementation and achievement of project results?
* To what extent does the broader policy environment remain conducive to achieving expected project results, including existing and planned legislations, rules, regulations, policy guidelines and government priorities?
* Has the project logical framework and design been relevant in the light of the project experience to date? Has the project logical framework and design adjusted to adapt to changing conditions and circumstances?
* To what extent do critical assumptions/risks in project design held true under the circumstances the project implementation has been through? Validate these assumptions as presently viewed by the project management and determine whether there are critical assumptions that should have been raised?
* Does the project remain well-placed and integrated within the national government development strategies, such as community development, poverty reduction, etc., and related global development programs to which the project implementation should align?
* Are the Project’s institutional and implementation arrangements still relevant and helpful in the achievement of the Project’s objective and outcomes or are there any institutional concerns that hinder the Project’s implementation and progress.

Project management (adaptive management framework)

* Are the project management arrangements adequate and appropriate?
* How effectively is the project managed at all levels? Is it results-based and innovative?
* Do the project management systems, including progress reporting, administrative and financial systems and monitoring and evaluation system, operate as effective management tools, aid in effective implementation and provide sufficient basis for evaluating performance and decision making?
* Has the technical assistance and support from project partners and stakeholders been appropriate, adequate, and timely?
* Validate whether the risks originally identified in the project document and, currently in the APR/PIRs, are the most critical and the assessments and risk ratings placed are reasonable.
* State the initial risks that were identified during project design and start that have been removed during the project implementation period and described how each of these were removed, i.e., the risk mitigation measures that were applied. Identify those that were not removed or have persisted, as well as any additional risks that may have arose during the project implementation (if any).
* Assess the use of the project logical framework and work plans as management tools and in meeting with UNDP-GEF requirements in planning and reporting.
* Assess the use of electronic information and communication technologies in the implementation and management of the project.
* Are the project outputs (e.g., reports on studies and research conducted, capacity development activities conducted and evaluated, implemented demonstration activities, etc.) properly documented and are available with the Implementing Partner and UNDP-China? Are the physical assets particularly those involved in the project demonstration activities properly accounted for?
* On the financial management side, assess the cost effectiveness of the resource inputs to each activity, or set of activities, and note any irregularities.
* Assess how the applied process for the procurement/supply of required resource inputs, covering the RFP and TOR preparation, bidding, bid selection and awarding, and note any irregularities.
* How have the APR/PIR process helped in monitoring and evaluating the project implementation and achievement of results?
  1. Strategic partnerships (project positioning and leveraging)
* Asses how project partners, stakeholders and co-financing institutions are involved in the implementation of project activities.
* Assess the realization of the committed co-financing for the project.
* Assess how the results of co-financed and subsumed baseline activities are reported to the project management office. Note that the project is comprised of baseline (co-financed) and incremental (GEF-funded) activities.
* Assess how project partners, stakeholders and co-financiers are involved in the Project’s adaptive management framework.
* Identify opportunities for stronger collaboration and substantive partnerships for future projects to ensure successful achievement of the results and outcomes of such projects.
* Are the project information and progress of activities disseminated to project partners and stakeholders? Are there areas to improve in the collaboration and partnership mechanisms?

*NOTE: Detail any COVID-19 project interventions that should be included in the scope of the evaluation.*

1. TIMEFRAME

*NOTE: Flexibility and delays should be included in the timeframe for the TE, with additional time for implementing the TE virtually recognizing possible delays in accessing stakeholder groups due to COVID-19. Consideration may be given to a time contingency should the evaluation be delayed in any way due to COVID-19.*

The total duration of the TE will be approximately *25 working days* over a time period of approximately 15 weeks. The tentative TE timeframe is as follows:

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|  |  |
| --- | --- |
| Tentative Timeframe | Activity |
| *6-Nov-2020* | Application closes |
| *30-Nov-2020* | Selection of TE team |
| *8-Dec-2020 (1 day)* | Preparation period for TE team (handover of documentation) |
| *9 to 10-Dec-2020 (2 days)* | Document review and preparation of TE Inception Report |
| *11 & 14-Dec-2020 (2 days)* | Finalization and Validation of TE Inception Report; latest start of TE mission |
| *15-Dec-2020 to 15-Jan-2021 (9 days within time period)* | TE mission: stakeholder meetings, interviews, field visits, etc. |
| *15-Jan-2021* | Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission |
| *16-Jan-2021 to 19-Feb-2021 (5 days)* | Preparation of draft TE report |
| *22 to 26-Feb-2021* | Circulation of draft TE report for comments |
| *17 to 21-Mar-2021 (5 days)* | Incorporation of comments on draft TE report into Audit Trail & finalization of TE report |
| *23-31 March 2021* | Preparation and Issuance of Management Response |
| *TBD* | Concluding Stakeholder Workshop (optional) |
| *23 March 2021(1 day)* | Expected date of full TE completion |

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

1. **TE DELIVERABLES**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| # | Deliverable | Description | Timing | Responsibilities |
| 1 | TE Inception Report | TE team clarifies objectives, methodology and timing of the TE | No later than 2 weeks before the TE mission: 14-Dec-2020 | TE team submits Inception Report to Commissioning Unit and project management |
| 2 | Presentation | Initial Findings | End of TE mission: 15-Jan-2021 | TE team presents to Commissioning Unit and project management |
| 3 | Draft TE Report | Full draft report *(using guidelines on report content in ToR Annex C)* with annexes | 19-Feb-2021 | TE team submits to Commissioning Unit; reviewed by BPPS-GEF RTA, Project Coordinating Unit, GEF OFP |
| 5 | Final TE Report\* + Audit Trail | Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report *(See template in ToR Annex H)* | 23-Mar-2021 | TE team submits both documents to the Commissioning Unit |

\*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO’s quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.[[2]](#footnote-2)

1. **TE ARRANGEMENTS**

*NOTE: Detail the role of the Commissioning Unit and Project Team in supporting the implementation of remote/ virtual meetings. An updated stakeholder list with contact details (phone and email) will need to be provided by the Commissioning Unit to the TE team. Adjust the text if a mission will not take place.*

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project’s TE is UNDP China.

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

1. **TE Team Composition**

*NOTE: Provide additional details on management structures and implementation if the International Consultant will work with a National Consultant and/or if the International Consultant is to operate remotely. Include a provision for experience in implementing evaluations remotely.*

A team of *two independent evaluators* will conduct the TE – *one team leader (with experience and exposure to projects and evaluations in other regions) and one team expert, usually from the country of the project*. The team leader will *(add details, as appropriate, e.g. be responsible for the overall design and writing of the TE report, etc.)* The team expert will *(add details, as appropriate, e.g. assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Team in developing the TE itinerary, etc.)*

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

The selection of evaluators will be aimed at maximizing the overall “team” qualities in the following areas: *(Adjust the qualifications as needed and provide a weight to each qualification. In most cases, the qualifications for the team leader and those for the team expert will differ. Therefore, there should be two different lists of qualifications or separate TORs.)*

The TE Team will be composed of one International Lead Consultant and one National Consultants. The team leader’ responsibilities are outlined below. The team expert will *(add details, as appropriate, e.g. assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Team in developing the TE itinerary, etc.)*

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

The selection of evaluators will be aimed at maximizing the overall “team” qualities in the following areas: *(Adjust the qualifications as needed and provide a weight to each qualification. In most cases, the qualifications for the team leader and those for the team expert will differ. Therefore, there should be two different lists of qualifications or separate TORs.)*

Education

* Master’s degree in *(fill in)* or other closely related field;

Experience

* Minimum of ten years accumulated and recognized experience in the Energy Efficiency and climate change area
* Minimum of five-years experience of project evaluation and/or implementation experience in the result-based management framework
* Familiarity with China
* Experience with multilateral and bilateral supported project environments
* Comprehensive knowledge of international project best practices
* Very good report writing skills in English

Language

* Fluency in written and spoken English.

Responsibilities

* Define the evaluation methodology and schedule, and report to the PMO
* Documentation of the review
* Leading the TE Team in planning, conducting, and reporting on the evaluation
* Deciding on division of labor within the team and ensuring timeliness of reports
* Use of best practice evaluation methodologies in conducting the evaluation
* Leading presentation of the draft evaluation findings and recommendations in-country
* Conducting the debriefing for the UNDP China Office and the PMO
* Leading the drafting and finalization of the TE report

1. Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U) [↑](#footnote-ref-1)
2. Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml> [↑](#footnote-ref-2)