

"Belarus: Supporting Green Urban Development in Small and Medium-Sized Cities in Belarus"

GEF financed UNDP Project "Belarus: Supporting Green Urban Development in Small and Medium-Sized Cities in Belarus"

Terminal Evaluation

Team Leader

Terms of Reference

Title: International Consultant - Terminal Evaluation of the GEF financed UNDP Project "Belarus: Supporting Green Urban Development in Small and Medium-Sized Cities in Belarus"

Programme: GEF Project: "Belarus: Supporting Green Urban Development in Small and Medium Sized Cities in Belarus", (PIMS No 4981)

Reporting to: Programme Officer, UNDP Belarus

Duty Station: Home based (telecommunicating modality)

Type of contract: Individual Contract (IC) or Reimbursable Loan Agreement (RLA) based on Long Term Agreement (LTA)

Duration: approximately 27 working days

Dates: 1st June 2021 – 30th September 2021

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 expectation for the TE of the full-sized project titled "Belarus: Supporting Green Urban Development in Small and Medium-Sized Cities in Belarus" (PIMS #4981) implemented through the Ministry of Natural Resources and Environmental Protection of Belarus (Ministry of Environment), which is to be undertaken in March 2021 - June 2021. The project officially registered in the Republic of Belarus on 27 October 2016 and is in its fourth year of implementation. The TE process must follow the guidance outlines in the document "Guidance for Conducting Terminal Evaluation of UNDP-Supported, GEF-Financed Projects" (http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf).

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2. PROJECT BACKGROUND INFORMATION

Belarus is a highly urbanized country with the majority of population living in the cities.

The current challenge for Belarus is being able to design and implement a comprehensive set of sustainable actions towards green city status by saving energy, reducing GHG emissions, as well as other measures that are beneficial to the economies and environments of these cities. In Belarus, there are no cities which currently meet this definition of a green city. There are only cities which aspire to this status but are impeded in realizing this goal by a lack of knowledge, experience and planning capacity related to green urban development.

The project aims to remove barriers to support further investment in green urban development by cities in Belarus, with a particular emphasis on energy-efficiency in street and public buildings lighting and sustainable transport initiatives.

The objective of the Project is the growth of development of green urban development plans and pilot green urban development initiatives related to energy efficiency and sustainable transport in small and medium cities in Belarus. This objective is to be achieved through 4 components: i) Development and adoption of green urban development plans; ii) Development of pilots on sustainable urban transport in Novopolotsk and Polotsk; iii) Development of pilots on energy efficiency in Novogrudok; and iv) Replication mechanisms for green urban development in Belarus.

The Document of the Project «Belarus: Supporting Green Urban Development in Small and Medium-Sized Cities in Belarus» was signed by the last party on 30 October 2015. In view of the lengthy national procedure for the project approval by the Government and its registration by the Ministry of Economy of Belarus, the Project was approved by the resolution of the Council of Ministers of the Republic of Belarus as of 27 October 2016. The inception workshop held in July 2017. The mid-term review has been arranged in one year and seven months after the inception report (January-April, 2019).

The Project is expected to generate lifetime direct GHG emission reductions of 77.8 ktonnes of CO₂ equivalent through improved urban transport efficiencies in the cities of Polotsk and Novopolotsk and 13.3 ktonnes of CO₂ equivalent through energy efficiency pilots in Novogrudok municipality. Indirect emission reductions (top-down and bottom-up) will range from 25.2 to 231 ktonnes of CO₂ equivalent.

The total budget of the Project is 3,091,000 USD with co-financing in 12,435,420 USD. The mid-term review of the project was completed in May 2019. It's main conclusion was that the project had been doing a good job in preparing reports, documents, and plans such as green urban development plans (GUDPs) but that over the second half of the project it should focus on leveraging co-financing and implementing green urban demonstration projects.

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The project has been extended till 27th of October 2021.

COVID-19 and social-political crises impacted the projects' outputs. On 23/11/2020 125,482 people have tested positive for COVID-19 in Belarus; 1,104 COVID-19 patients have died. From 01.11.2020 the entrance for foreigners to the country is restricted except arriving through the Minsk National Airport. On 3 November 2020 in Belarus the list of countries with cases of COVID-19 has been updated (<http://minzdrav.gov.by/ru/dlya-belorusskikh-grazhdan/strany-krasnoy-zony.php>).

Persons arriving from the countries mentioned in the List through the Minsk National Airport are required to be in self-isolation for 10 calendar days from arrival in the Republic of Belarus.

Due to COVID-19 several construction contracts within the Project have been delayed (difficulties with approval of permission documents caused by isolation period in some organizations issuing permits for works; delays with supplying import materials, illness of personal; restriction rules for resources supplying organization on any works in the private flats).

Social-political crises in Belarus after the presidential elections in August 2020 added additional risks for the project implementation including (1) impossibility of attracting funding for the implementation of measures incorporated in developed strategic documents (EBRD announced the suspension of financing of government projects; World Bank also is not going to develop new projects for the country; EU initiated several stages of economic sanctions for the Belarussian government); (2) deterioration of the financial condition of project contractors (growth of non-payments, disruption of equipment supplies); (3) mistrust of the population at the local level to local authorities and rejection of decisions and measures implemented by city administrations and (4) delays in amendments to existing legislation on green urban planning, sustainable transport, ESCOs, etc.

3. OBJECTIVES OF THE TE

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report could also include the aspects of the pilot cities' responses to COVID-19 and the impact of the pandemic on the way of implementing green urban development activities.

The TE report promotes accountability and transparency, and assesses the extent of project accomplishments.

4. TE APPROACH & METHODOLOGY

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

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The TE team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, the Project Document, project reports including Annual Project Review/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 virtual interviews and field mission by the national evaluator 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, including but not limited to executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Boards, project beneficiaries, academia, local government and CSO, etc. Additionally, the TE team is expected to conduct field missions at least to Polotsk, Novopolotsk, and Novogrudok, including the following project sites constructed pilots on sustainable transport infrastructure and energy efficiency (*it is expected that only national evaluator will visit pilot municipalities as the circumstances due to COVID-19 global pandemic permit*).

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 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 in the TE report.

The final methodological approach including interviews 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 evaluation.

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 01/11/2020. 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

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evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

As 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.

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 will be hired to undertake the TE and interviews in country as long as it is safe to do so.

5. DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-finance Projects: (http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf).

The Finding section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in ToR Annex C.

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

Findings

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis if Results Framework: project logic and strategy, indicators
- Assumption and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation

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- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

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

iii. Project Results

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

Main Findings, Conclusions, Recommendations and Lessons Learned

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

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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 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 incorporate gender equality and empowerment of women.

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

ToR Table 2: Evaluation Ratings Table for the GEF financed UNDP Project "Belarus: Supporting Green Urban Development in Small and Medium-Sized Cities in Belarus"

Monitoring & Evaluation (M&E)	Rating 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	

¹ Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point 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)

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Environmental	
Overall Likelihood of Sustainability	

6. TIMEFRAME

The total duration of the TE will be approximately 27 working days (27 home-based) over a time period of (4 months) starting on 1st March, 2021, 2020. The terminal evaluation is planned remotely with a mission to pilot municipalities only by national evaluator if the circumstances due to COVID-19 pandemic permit.

The tentative TE timeframe is as follows:

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

TIMEFRAME	NUMBER of DAYS	ACTIVITY
25 January 2021	-	Application closes
26 May 2021	-	Selection of TE team
01 June 2021	-	Preparation period for TE team (handover of documentation)
22 June 2021	5	Document review and preparation of TE Inception Report
26 June 2021	2	Finalization and Validation of TE Inception Report
12 July 2021– 30 July 2021	10	Virtual interviews with stakeholders (<i>only national evaluator will visit pilot municipalities if the circumstances due to COVID-19 pandemic permit and will submit reports to the International Evaluator</i>)
2 August 2021		Mission wrap-up meeting & presentation of initial findings
2 August - 2 September 2021	8	Preparation of draft TE report
2 September 2021		Circulation of draft TE report for comments
15 September 2021	2	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
22 September 2021		Preparation and Issuance of Management Response
30 September 2021		Expected date of full TE completion

7. TE DELIVERABLES

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#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report (Deliverable 1)	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the remote interviews with stakeholders: 26 June 2021	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation (Deliverable 2)	Initial Findings	End of remote interviews: 2 August 2021	TE team presents to Commissioning Unit and project management
3	Draft TE Report (Deliverable 3)	Full report (<i>using guidelines on content outlined in ToR Annex C</i>) with annexes	Within 3 weeks of the end of remote interviews: 2 September 2021	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFF
4	Final TE Report* + Audit Trail (Deliverable 4)	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 (<i>see template in ToR Annex H</i>)	Within 1 week of receiving comments on draft report: 15 September 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.

8. TE ARRANGEMENTS

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

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, provide the stakeholder list with contact details (phone and email), support with implementation of remote/virtual meetings and visit of the National Evaluator to pilot municipalities.

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9. TE TEAM COMPOSITION

A team of two independent evaluators will conduct the TE - one team leader (with experience and exposure to projects and evaluations in other regions globally, International Evaluator) and one team expert from Belarus (National Evaluator). The terminal evaluation is planned remotely with a mission to pilot municipalities only by national evaluator. The International Evaluator is designated as the team leader and will be responsible for the entire TE review and respective TE deliverables mentioned above in line with this ToR, with inputs from the project. The National Evaluator will provide assistance to the International Evaluator in line with a separate ToR focusing on preparation of the baseline data, organizing and participation in the review mission to pilot municipalities, incorporation of detailed comments received into the TE report and data collection and summarizing of the main points from reports, interviews and monitoring data of the implemented pilots.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project documents), 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 consultants will be aimed at maximizing the overall "team" qualities.

Qualifications for Team Leader:

- Advanced university degree (at least the Master level) in environmental studies, urban planning and/or development, engineering, business, economics or law;
- Minimum seven (7) years of relevant professional experience (environmental studies, urban planning and/or development, engineering, business, economics or law) post Master's degree;
- Previous experience with results-based monitoring and evaluation methodologies demonstrated by an example of evaluation of at least one other UNDP or other GEF implementing agency project funded by GEF in the past five years;
- Understanding of the UNDP and GEF concept of adaptive management based on one example in the evaluation report previously performed by consultant;
- Fluency in English confirmed by a diploma, certificate or other relevant document;
- Prior working experience in the Europe and CIS region;
- Strong report writing skills and experience in writing and presenting reports to a high professional level (an example of 2 reports and 2 presentations that include graphs, pictures, diagrams to enhance the reporting quality shall be provided).
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10. EVALUATION ETHICS

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The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

11. PAYMENT MODALITIES AND SPECIFICATIONS

Payment is made upon satisfactory completion of the deliverables described below with written confirmation from (Project Manager and UNDP Belarus CO Programme Officer (Certificate of Payment) according to the following schedule:

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit (finalization of Deliverable 1);
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit (finalization of Deliverable 2 and Deliverable 3);
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail (finalization of Deliverable 4).

Criteria for issuing the final payment of 40%² (Deliverable 4):

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

² The Commissioning Unit is obligated to issue payments to the TE team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details:

https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default

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Each of the installments shall be paid within 30 days after completion of corresponding deliverables according to the payment schedule.

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the TE, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

12. APPLICATION PROCESS³

Process of identification and selection of the TE Team leader will be realized using UNDP corporate GPN/ExpRes consolidated roster platform (<https://undp.sharepoint.com/teams/gpn/digitalinitiatives/dli-cb/SitePages/Consolidation-of-Rosters.aspx>) and respective mechanisms.

Recommended Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the [template](#)⁴ provided by UNDP;
- b) **CV** and/or a **Personal History Form** ([P11 form](#)⁵);
- c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the e-mail: iryna.usava@undp.org by 20th January, 2021 18.00 Minsk time. Incomplete applications will be excluded from further consideration.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. The applicant who offered the lowest all-inclusive total price and has also accepted UNDP's General Terms and Conditions will be awarded the contract.

13. TOR ANNEXES

³ 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>

⁴ <https://intranet.undp.org/unit/bom/ps0/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

⁵ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

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

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ToR Annex A: Project Logical/Results Framework

PROJECT RESULTS FRAMEWORK
Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one): 1. <u>Mainstreaming environment and energy</u> OR 2. <u>Catalyzing environmental finance</u> OR 3. Promote climate change adaptation OR 4. Expanding access to environmental and energy services for the poor.
Applicable GEF Strategic Objective and Program: GEF-5 CCM Strategic Program 2: Promote Market Transformation for Energy Efficiency in Industry and the Building Sector; and GEF-5 CCM Strategic Program 4: Promote Energy Efficient, Low-Carbon Transport and Urban Systems
Applicable GEF Expected Outcomes: For Program 2: a) Appropriate policy, legal and regulatory frameworks adopted and enforced; b) Sustainable financing and delivery mechanisms established and operational; and c) GHG emissions avoided, and for Program 4: a) Sustainable transport and urban policy and regulatory frameworks adopted and implemented; b) Increased investment in less-GHG intensive transport and urban systems; c) GHG emissions avoided.
Applicable GEF Outcome Indicators: For Program 2: a) Extent to which EE policies and regulations are adopted and enforced; b) Volume of investment mobilized; c) Tonnes of CO ₂ equivalent avoided, and for Program 4: a) Number of cities adopting sustainable transport and urban policies and regulations; b) Volume of investment mobilized; c) Tonnes of CO ₂ equivalent avoided

Outcomes	Indicator	Baseline	Targets End of Project (EOP)	Source of verification	Risks and Assumptions
Project Objective: ⁶ The growth of development of green urban development plans and pilot green urban	▪ Cumulative lifetime project CO ₂ emission reductions resulting from pilot projects and	▪ 0	▪ 91.1 ⁷	▪ Project final report as well as annual surveys of energy consumption & GHG	The recent drop in oil prices does not reduce stakeholder urgency of green city development.

⁶ Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR

⁷ This is the direct emission reductions from investments made during the course of the 5-year Project, and extrapolated over the lifetime of these investments.

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development initiatives related to energy efficiency and sustainable transport in small and medium cities in Belarus	technical assistance by EOP, ktonnes CO ₂ . <ul style="list-style-type: none"> ▪ Cumulative direct energy savings (TJ) from Project investments in sustainable transport and energy efficiency measures by EOP ▪ % of persons in green cities who are either aware of or have benefitted from green initiatives from the Project at EOP. 	<ul style="list-style-type: none"> ▪ 0 ▪ 0 	<ul style="list-style-type: none"> ▪ 112.2⁸ ▪ 50⁹ 	reduction estimates from Project investments APRs and PIRs	
Outcome 1:¹⁰ Green urban development plans successfully developed and adopted	<ul style="list-style-type: none"> • Number of enhanced national policies and regulations in the area of public lighting and urban transportation that have been reviewed and approved by EOP 	<ul style="list-style-type: none"> • 0 • 0 	<ul style="list-style-type: none"> • 4¹¹ 3¹² 	<ul style="list-style-type: none"> • Official documentation on policies and regulations • Reports on workshop proceedings Policy circulars and advisories	Continued government support for enhancing current legal framework as well as regulations, standards and codes towards GUD

⁸ 19.6 TJ from Component 2 investments, 6.4 TJ from Output 3.2 investment, and 86.2 TJ from Output 3.3 investment

⁹ This should include persons who are aware of or have used sustainable transport in Polotsk or Novopolotsk, and are aware of or have benefitted from EE initiatives in Novogrudok. The EOP target of 50% will be measured as a survey near the EOP date with the impact of measuring the human impact of the Project

¹⁰ All outcomes monitored annually in the APR/PIR.

¹¹ This includes two national policies and two sets of regulations on sustainable urban transport and EE public lighting

¹² For pilot cities of Polotsk, Novopolotsk and Novogrudok.

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	<ul style="list-style-type: none"> Number of officially approved green urban development plans in Project cities by EOP 				
Outcome 2: Successful pilots on sustainable urban transport completed in Novopolotsk and Polotsk	<ul style="list-style-type: none"> Kilometers of private car travel displaced from modal switches to public transport by EOP Average number of minutes of reduced bus journey time through sustainable urban transport measures in Novopolotsk and Polotsk Number of persons using improved public transport services during Year 5 	<ul style="list-style-type: none"> 0 0 0 	<ul style="list-style-type: none"> 4.3 million ¹³ 10¹⁴ 75,000 ¹⁵ 	<ul style="list-style-type: none"> Completed feasibility studies Awareness raising campaign assessments and feedback from participants <p>M&E reports on pilot project usage and energy saved</p>	<ul style="list-style-type: none"> State funds are available to finance these capital intensive projects.
Outcome 3: Successful pilots on energy efficiency completed in Novogrudok	<ul style="list-style-type: none"> GJ saved on LEDs installed for street lighting and public areas (indoor and outdoor), as well as 	<ul style="list-style-type: none"> 0 	<ul style="list-style-type: none"> 21,423 	<ul style="list-style-type: none"> Feasibility studies Replication plans 	<ul style="list-style-type: none"> State funds are available to finance these energy efficiency measures

¹³ To be done as a survey, the details of which are provided under Output 2.7 in Para 79. The target was estimated as 250 cars not traveling some 26 km/day during 220 days per year over a 3-year period during the Project.

¹⁴ To be done as a survey and based on Route No. 5 to and from Polotsk and the Naftan Refinery where dedicated bus lanes and synchronized traffic lighting have reduced corridor journey times. Details of activities to design the survey are provided under Output 2.7

¹⁵ Based on TEEMP analysis of an estimated 55.75 million passengers using the system during Year 5. This would translate into 152,700 person-trips on average each day or approximately 75,000 persons using the improved public transport systems (if they make 2 person-trips daily)

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	<p>new control gear and EMIS by EOP</p> <p>Lifetime GJ saved from EE measures on municipal laundry by EOP</p>	0	<ul style="list-style-type: none"> • 215,605¹⁶ 	<p>M&E reports on energy saved through the use of EE lighting in Novogrudok</p>	
<p>Outcome 4: Growth in green city development in Belarus</p>	<ul style="list-style-type: none"> • Number of completed or updated SEAPs and/or GUDPs by EOP • Number of officers in government who are dedicated to the promotion of urban low carbon growth to Belarusian cities by EOP • Number of hits on national website for promoting GUD by EOP 	<ul style="list-style-type: none"> • 2¹⁷ • 0 <p>0</p>	<ul style="list-style-type: none"> • 13¹⁸ • 8 <p>10,000</p>	<ul style="list-style-type: none"> • Municipal SEAP reports • Municipal green urban development planning reports <p>Reports from the Green Cities of Belarus</p>	<p>Continued government support and availability of state funds for scale-up of GUD in other municipalities</p>

¹⁶ Based on 10 years of service life from laundry equipment (see Table II-10)

¹⁷ Includes completed SEAPs for Polotsk and Novogrudok which need to be updated towards the EOP

¹⁸ Includes SEAP for Novogrudok, Novopolotsk, an updated SEAP for Polotsk, 10 new SEAPs for 10 additional municipalities

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ToR Annex B: Project Information Package to be reviewed by TE team

1. Project Identification Form (PIF)
2. UNDP-GEF Project Document with all annexes;
3. CEO Endorsement Request
4. Project Inception Report
5. Mid-Term Review report and management response to MTR recommendations
6. All Project Implementation Reports (PIR's)
7. Progress reports (annual with associated workplans and financial reports)
8. Minutes of Project Board Minutes
9. GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
10. Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any budget revisions
11. Co-financing data with expected and actual contributions broken down by institutions
12. Logs (Monitoring Logs, Offline Risk Logs, Lessons Learned Logs and Offline Issues Logs)
13. CDRs
14. Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
15. Sample of project communications materials
16. Summary list of formal meetings, workshops, etc. held, with data, location, topic and number of participants
17. Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area
18. List of contracts and procurement items over US\$5,000 (i.e. organizations or companies contracted for project outputs)
19. List of related projects/initiatives contributing to project objectives
20. Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period
21. UNDP Country Programme Document (CDP)
22. List/Maps of project sites
23. List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project team members, and other partners to be consulted
24. Project deliverables that provide documentary evidence of achievement towards project outcomes.

and other documents requested by TE Evaluation Team.

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ToR ANNEX C: Content of the TE report

- i. Title page
 - Title of UNDP-supported GEF-financed project
 - UNDP PIMS ID and GEF ID
 - TE timeframe and date of final TE report
 - Region and countries included in the project
 - GEF Focal Area/Strategic Program
 - Executing Agency, Implementing partner and other project partners
 - TE Team members
- ii. Acknowledgements
- iii. Table of Contents
- iv. Acronyms and Abbreviations
1. Executive Summary (3-4 pages)
 - Project Information Table
 - Project Description (brief)
 - Evaluation Ratings Table
 - Concise summary of findings, conclusions and lessons learned
 - Recommendations summary table
2. Introduction (2-3 pages)
 - Purpose and objective of the TE
 - Scope
 - Methodology
 - Data Collection & Analysis
 - Ethics
 - Limitations to the evaluation
 - Structure of the TE report
3. Project Description (3-5 pages)
 - Project start and duration, including milestones
 - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
 - Problems that the project sought to address, threats and barriers targeted
 - Immediate and development objectives of the project
 - Expected results
 - Main stakeholders: summary list
 - Theory of Change
4. Findings

(in addition to a descriptive assessment, all criteria marked with (*) must be given a rating¹⁹)

 - 4.1 Project Design/Formulation
 - Analysis of Results Framework: project logic and strategy, indicators
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g. same focal area) incorporated into project design
 - Planned stakeholder participation

¹⁹ See ToR Annex F for rating scales.

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- Linkages between project and other interventions within the sector
- 4.1 Project Implementation
 - Adaptive management (changes to the project design and project outputs during implementation)
 - Actual stakeholder participation and partnership arrangements
 - Project Finance and Co-finance
 - Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)
 - UNDP implementation/oversight (*) and Implementing Partner execution (*), overall project implementation/execution (*), coordination, and operational issues
 - Risk Management, including Social and Environmental Standards (Safeguards)
 - 4.2 Project Results and Impacts
 - Progress towards objective and expected outcomes (*)
 - Relevance (*)
 - Effectiveness (*)
 - Efficiency (*)
 - Overall Outcome (*)
 - Sustainability: financial (*), socio-economic (*), institutional framework and governance (*), environmental (*), and overall likelihood (*)
 - Country ownership
 - Gender equality and women's empowerment
 - Cross-cutting Issues
 - GEF Additionality
 - Catalytic/Replication Effect
 - Progress to Impact
 5. Main Findings, Conclusions, Recommendations & Lessons
 - Main Findings
 - Conclusions
 - Recommendations
 - Lessons Learned
 6. Annexes
 - TE ToR (excluding ToR annexes)
 - TE Mission itinerary, including summary of field visits
 - List of persons interviewed
 - List of documents reviewed
 - Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
 - Questionnaire used and summary of results
 - Co-financing tables (if not include in body of report)
 - TE Rating scales
 - Signed Evaluation Consultant Agreement form
 - Signed UNEG Code of Conduct form
 - Signed TE Report Clearance form
 - *Annexed in a separate file:* TE Audit Trail
 - *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

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ToR ANNEX D: Evaluation Criteria Matrix template

Evaluative 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 a the local, regional and national level?			
<i>(include evaluative questions)</i>	<i>(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)</i>	<i>(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)</i>	<i>(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)</i>
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			
Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status? Did situation with COVID affected the way of implementing green urban development activities? Does the strategic approach proposed by the green development suitable to combat with epidemic?			

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ToR ANNEX E: UNEG Code of Conduct for Evaluators

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

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

Evaluation Consultant Agreement Form

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

Name of Evaluator: _____

Name of Consultancy Organization (where relevant): _____

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

Signed at _____ (Place) on _____ (Date)

Signature: _____

impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

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ToR ANNEX F: TE Rating Scales

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

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TOR ANNEX G: TE Report Clearance Form

Terminal Evaluation Report for (Project Title & UNDP PIMS ID) Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Name: _____

Signature: _____ Date: _____

Regional Technical Advisor (Nature, Climate and Energy)

Name: _____

Signature: _____ Date: _____

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ToR Annex H: TE Audit Trail

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

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

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

UNDP Programme Officer

Name: Igar Tchoulba

Signature: *Igar Tchoulba*