



TERMS OF REFERENCE

End of Project Evaluation Consultant

1. GENERAL INFORMATION

Services Required	End of Project Evaluation Consultant
Project/Program Title	Support Towards Implementing Zimbabwe's Nationally Determined Contributions under the Paris Agreement (STIZ-NDC) Project.
Post Title	National Consultant
Type of Contract	Individual Consultant
Duty Station	Harare
Expected Places of Travel	Local (TBD)
Duration	30 Working days
Expected Start Date	Immediately after Concluding Contract Agreement

2. BACKGROUND / PROJECT DESCRIPTION

The Government of Zimbabwe in collaboration with the United Nations Development Programme (UNDP) with support from the Government of Russia is implemented a project, Support towards Implementing Zimbabwe's Nationally Determined Contributions (NDC) under the Paris Agreement on Climate Change (STIZ-NDC). The project sought to enable the

country to meet its NDC target by delivering the Low Emission Development Strategy as required by the Paris Agreement on Climate Change and the Measuring, Reporting and Verification (MRV) Framework. The United Nations Framework Convention on Climate Change (UNFCCC) through the Paris Agreement on climate change calls upon all countries to communicate their mid-century low greenhouse gas emission development strategies, popularly known as LEDS, to the Secretariat by 2020 to guide their development pathways in the wake of climate change. The project had the following three outcomes;

Project output 1: By 2019 a comprehensive, gender-sensitive and costed Low Emission Development Strategy sets a clear direction for low emission development in Zimbabwe.

Project output 2: By 2020 an effective and sustainable domestic, gender-sensitive MRV system for tracking low emission development is functional in Zimbabwe.

Project output 3. Partnerships with investors, companies and academic institutions are facilitated to open up for investments, collaboration technological exchange.

It is against this background that UNDP in Zimbabwe in partnership with the Ministry of Environment, Climate, Tourism and Hospitality Industry seeks to engage the services of a consultant to evaluate the Support Towards Implementing Zimbabwe's Nationally Determined Contributions under the Paris Agreement (STIZ-NDC) Project.

3. PURPOSE OF EVALUATION

The purposes of the end of term evaluation are to:

- a) Determine the extent to which the outcomes and outputs of the project have been achieved;
- b) Assess UNDP's contribution to the achievement of project outcomes;
- c) Document the achievements, best practices and lessons learnt during the course of implementation of the project to inform future decisions in design, implementation and management of similar projects;
- d) Provide recommendations for future programming based on the results from the project while taking into account the aspirations of the Country Office to rationalize

its portfolio to have few, large and more coherent project during the period 2017 - 2018.

4. SCOPE OF EVALUATION

The main aim of the final project evaluation is to highlight and analyse the results, identify challenges, lessons learnt, good practices, conclusions and recommendations that will help to improve future joint programming, strengthen organisational learning and accountability. This evaluation will capture evaluative evidence of the relevance, effectiveness, efficiency and sustainability of the project, which can be used to strengthen existing programmes and/or to set the stage for new initiatives.

Firstly, the evaluation will assess the effectiveness of the implementation strategy to ascertain whether the specific and overall interventions and approaches were appropriate and effective. This will include:

1. The implementation modalities, in particular the effectiveness of the funding approach.
2. Partnership arrangements, institutional strengthening, and beneficiary participation
3. Scalability;
4. Cost effectiveness and efficiency as well as sustainability of the Project; and
5. Linkages, synergies and coordination with other Projects/programmes.

Secondly, the evaluation will also assess the Project design and assumptions made at the beginning of the Project and the development process. In this regard, the evaluation will place emphasis on:

1. The extent to which the Project results have been achieved, partnerships established, capacities built.
2. Whether the Project implementation strategy has been optimum and recommend areas for improvement and learning.
3. Assess the project contribution to achievement of UN Country Programme Documents (CPD), UN Strategic Plan and Government of Zimbabwe development goals and results;

4. Assess the relevance and strategic positioning of this project's support to in the context of Zimbabwe as well as the overall contribution of the project to the strengthening climate change disaster risk management and energy issues in Zimbabwe.
5. Draw, based on above objectives, lessons and recommendations for sustaining the project results, and providing guidance for the future strategic direction for similar projects in the context of Zimbabwe.
6. Programme accountability in as far as communication and visibility is concerned.

4.1 Evaluation Objectives

The following are the key objectives of the evaluation,

- Assess whether, and to what extent, the project's outcomes and outputs have been achieved;
- Determine the impact, both positive and negative, as well as intended and non-intended from contribution of the project to the achievement of the outcomes;
- Assess the effectiveness and appropriateness of institutional arrangements and partnership strategies in the implementation of the project ;
- Assess the extent to which the UNDP-supported project outputs and non-project assistance contributed to the respective UNDAF and Country Programme outcomes;
- Examine the extent to which gender equality and women empowerment and human rights targets as cross-cutting issues were integrated and achieved;
- Document lessons learnt and best practices during the course of implementation to inform future decisions in project design, implementation and management of similar interventions; and
- Provide a framework for a large and coherent programme encompassing priority interventions in the areas of disaster risk management, climate change, renewable energy, energy efficiency and environment.

5. EVALUATION CRITERIA AND QUESTIONS

The evaluation should be based on the five criteria laid out in the Organisation for Economic Cooperation and Development – Development Assistance Committee (OECD-

DAC) Principles for Evaluation of Development Assistance, as defined in the United Nations Evaluation Group (UNEG) guidelines.

5.1. Evaluation Criteria

5.2 Evaluation questions

The analysis in the evaluation report shall be guided and must respond to **ALL** the below guiding questions. This analysis however should not only be limited to the below guiding questions and the evaluator where appropriate can propose additional questions to the below in the execution of the assignment.

5.2.1 Design and Relevance:

- Whether the problem the project addressed is clearly identified and the approach soundly conceived;
- To what extent did the Project achieve its overall objectives?
- To what extent were the results (impacts, outcomes, and outputs) achieved?
- Whether the relationship between outcomes, outputs, activities and inputs of the project are logically articulated; Were the activities and outputs of the programme consistent with the intended outcomes and effects? Were the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives?
- Were the inputs and strategies identified realistic, appropriate and adequate to achieve the results? To what extent has the projects selected method of delivery been appropriate to supporting the current project and the overall development context
- Whether the outcomes and outputs of the project were stated explicitly and precisely in verifiable terms with SMART indicators;
- Whether the target beneficiaries of the project are clearly identified;
- Whether the project was relevant to the development priorities of the country; Did the outputs and outcome address the specific development challenges of the Country and the intended beneficiaries? Were there any unintended consequences

(positive or negative) that have implications to the human development goals of the country?

- Did the design of the project take scale and scaling up into consideration; and
- Given the capacity building objectives of the project, how effective were the project's capacity building interventions?

5.2.2 Implementation:

- Whether the management arrangements of the project were appropriate;
- How effective was the delivery of inputs specified in the project document, institutional arrangements, identification of beneficiaries, scheduling of activities and actual implementation;
- The responsiveness of the project management to significant changes in the environment in which the project functions for example COVID 19 Pandemic (both facilitating or impeding project implementation); How did the programme evolve due to changing context- in view of COVID-19? What programme adaptations were made and what were the effects to the programmes' results.
- Determine whether or not lessons learnt from other relevant programmes/projects were incorporated into the project;
- The monitoring and backstopping of the project was executed as expected by the Government and UNDP; Was the results framework relevant and did it help? Was the RRF utilized as a monitoring instrument during implementation? How well did the monitoring system function?
- The project's collaboration with industry, associations, private sector and civil society; and
- The role of UNDP CO and its impact (positive and negative) on project delivery.

5.2.3 Efficiency:

- Whether the project resources (financial, physical and manpower) were adequate in terms of both quantity and quality; Has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?

- Whether the project's resources were used effectively to produce planned results (Are the disbursements and project expenditures in line with expected budgetary plans)? Whether the project was cost-effective compared to similar interventions; Was the process of achieving the results efficient? Have activities supporting the strategy been cost-effective? In general, do the results achieved justify the costs? Could the same results be attained with fewer resources? Are there other efficient ways and means of delivering more and better results with available inputs?
- Whether the technologies selected (any innovations adopted, if any) were suitable; and
- The delivery of Government counterpart inputs in terms of personnel, premises and equipment.
- What are the strengths, weaknesses, opportunities and threats of the Project's implementation process; and
- Did the Project activities overlap and duplicate other similar interventions (funded nationally or by other donors)?

5.2.4 Effectiveness:

- What are the major achievements of the project vis-à-vis its objectives, performance indicators and targets? Were the stated outputs achieved? Did they contribute to the stated outcomes? What are the key development and advisory contributions that project has made/is making towards the outcomes, if any? Please explain in detail in terms of impact, sustainability of results and contribution to capacity development and partnerships.
- Have there been any unplanned effects/results?
- Whether there is evidence of UNDP contribution to the outcomes of the project.
- What major factors affected project delivery and offer what appropriate interventions might have strengthened or addressed them.
- What are the future intervention strategies and issues to be addressed? To what extent has the project supported domestication of key regional frameworks, experiences and international best practices through the national development plans and strategies?

5.2.5 Sustainability:

- To what extent are the benefits of the Project likely to be sustained by national capacities after the completion of this Project? If not why?
- What is the likelihood of continuation and sustainability of the Project outcomes and benefits after the completion of the Project?
- What are the key factors that will require attention in order to improve the prospects of sustainability of the Project outcomes and potential for replication of approach?
- Has the project generated the buy- in and credibility needed for sustained impact.
- Is there an exit strategy to phase out the assistance provided by the Project including contributing factors and constraints?; and
- Assess whether or not the UNDP resource mobilization strategy for the project was appropriate and effective - has the partnership strategy been appropriate and effective?

6. METHODOLOGY

The evaluation should be based on the five criteria laid out in the Organisation for Economic Cooperation and Development – Development Assistance Committee (OECD-DAC) Principles for Evaluation of Development Assistance, as defined in the United Nations Evaluation Group (UNEG) guidelines.

The evaluation should be based on an analysis of secondary and primary data collected from various sources, including project quarterly reports, implementing partners’ (IPs) reports, minutes of project board meetings, interviews with key informants and focus group discussions (FGDs) with project beneficiaries. The evaluation will take a “theory of change” (TOC) approach to determining causal links between the interventions that have been supported and observed progress at the country level. The evaluation exercise will be, consultative, and participatory ensuring representation of both women and men, entailing a combination of comprehensive desk reviews, analysis and interviews, as highlighted above.

The methodology should include;

- a) Review of project documentation. Review of key project documents such as approved project documents, recent studies, reviews, project monitoring documents, back to office reports, annual reports, quarterly reports, disbursement reports, progress reports and other information available with implementing partners.
- b) Data collection: (i) visits to selected stakeholders to carry out in depth interviews, inspection, and analysis of project activities; (ii) phone interviews and performance data surveys of institutions not visited in person; (iii) interviews with implementing partners. For each of these interviews, the consultants should first develop and present their ideas (in the inception report) for the content and format of the interview forms that will be applied to capture the information required, as well as the method to be used in administering them and tabulating the results.
- c) Analysis: Data triangulation and analysis triangulation to validate evidence and arrive at findings.

The evaluator will be expected to develop and present detailed statement of evaluations methods/approaches in an inception report to show how each objective, evaluation question and criterion will be answered.

While interviews are a key instrument, all analysis must be based on observed facts, evidence and data. This precludes relying exclusively upon anecdotes, hearsay and unverified opinions. Findings should be specific, concise and supported by quantitative and/or qualitative information that is reliable and valid. The evaluation methodology must be explained in detail and be appropriate and of sufficient rigor to produce valid results. Limitations to the evaluation with particular attention to the limitations associated with the evaluation methodology (selection bias, recall bias, unobservable differences between comparator groups, etc.) must be disclosed in the evaluation report.

The evaluation team will be expected to:

- Employ study techniques that ensure internal validity of study results
- Utilize social science methods and tools that reduce the need for evaluator-specific judgments.

- Employ standardized recording and maintenance of records from the evaluation (e.g., focus group transcripts).

7. EXPECTED DELIVERABLES

1. **Inception report** – The inception report should be produced within 5 working days of the start of the assignment. The reports will include a detailed approach and methodology, schedule, draft data collection protocols and an evaluation matrix. The evaluator will propose a performance rating scale to be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability.
2. **Draft evaluation report** – The Evaluator will present a Draft Report including Lessons Learned as a section within the evaluation report within 20 working days after presentation of the inception report. The evaluation report should be accompanied by the necessary analysis and datasets which should be shared with UNDP upon request.
3. **Final Evaluation Report.** The evaluator will present a Final Evaluation Report 5 working days after receiving feedback and comments on the draft report from key stakeholders.
4. **PowerPoint presentation** – which will summarise the findings from the evaluation report.

Deliverables schedule:

No.	Deliverable	Number of days
1	Inception report – The inception report should be produced within 5 working days of the start of the assignment. The reports will include a detailed approach and methodology, schedule, draft data collection protocols and an evaluation matrix. The evaluator will propose a performance rating scale to be carried out for the four evaluation criteria: relevance, effectiveness, efficiency and sustainability.	5 working days

2	Draft evaluation report – The Evaluator will present a Draft Report including Lessons Learned as a section within the evaluation report within 20 working days after presentation of the inception report.	20 working days
3	Final Evaluation Report and PowerPoint presentation. The evaluator will present a Final Evaluation Report and PowerPoint presentation 5 working days after receiving feedback and comments on the draft report from key stake holders.	5 working Days

8. INSTITUTIONAL ARRANGEMENTS FOR MANAGEMENT OF THIS CONSULTANCY

The principal responsibility for managing this assignment lies with the UNDP Country Office, Zimbabwe. UNDP will contract the consultant and ensure the timely provision of reimbursable costs and remuneration. UNDP will mobilise internal technical expertise to support the consultant's work. UNDP will support the consultant's engagement with stakeholders, arrange for meetings, field visits and coordinate with stakeholders and Government officials.

Under the overall supervision of the UNDP Head of PRECC, the consultant will be in charge of the quality of the consultations with stakeholders, collection and analysis of data and generation of all the reports as per the TORs.

9. TIMEFRAME

The consultancy is expected to run between 20 June 2021 to 30 August 2021 during which the consultant is expected to provide 30 working days of services.

10. IMPACT OF THE RESULTS

The purpose of the consultant is to provide a specialised technical support to the UNDP Country Office Zimbabwe and Ministry of Environment, Climate, Tourism and Hospitality Industry to carry out the evaluation for the Support Towards Implementing Zimbabwe's Nationally Determined Contributions under the Paris Agreement (STIZ-NDC) Project.

11. QUALIFICATIONS AND EXPERIENCE

8.1 Qualifications

Education:

- Master's degree in Monitoring and Evaluation, Development Studies, Geography / Environmental Studies, Economics or related field.

Experience:

- Minimum 10 years' experience in international development and evaluation
- At least 5 years' experience of conducting project/programme evaluations.
- Experience in conducting evaluations for UN agency, government or international aid agency projects in areas of energy, climate change, environment and disaster risk management;
- Experience in climate change related programs or interventions is an advantage.
- Experience working with bilateral and international donor agencies
- Good understanding of national and state government priorities, policies and planning process on climate change in Zimbabwe.

Competencies:

Functional Competencies:

- Excellent drafting, documentation and communication skills in English;
- Knowledge of Climate Change and project management skills;
- Proven record on similar documentation work at the National level.

Corporate Competencies:

- Promote the highest standards of ethics and integrity;
- Support creativity and innovation;
- Help create an enabling environment for open communication;
- Share knowledge and support a culture of learning;
- Demonstrate fairness and transparency.

Language:

- An excellent command of English is required.

12. PAYMENT MILESTONES AND AUTHORITY

The consultant must send a financial offer based on Daily Fee. The consultant shall quote an all-inclusive Daily Fee for the contract period. The term “all-inclusive” implies that all costs (professional fees, communications, consumables, etc.) that could be incurred by the IC in completing the assignment are already factored into the daily fee submitted in the proposal. Travel costs and daily allowance cost should be identified separately.

Payments will be made based on the agreed financial proposal (contract is based on daily fee) and released upon submission of a certificate of payment request, indicating deliverables achieved and days worked to be verified and cleared for payment by the supervisor.

The qualified consultant shall receive his/her lump sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

Payment Instalment	Deliverable	Approval should be obtained	Payment percentage
1 st Instalment	Submission of Inception report	UNDP Head of PRECC and M&E Specialist	20%
2 nd Instalment	Draft Evaluation Report	UNDP Head of PRECC and M&E Specialist	60%
3 rd Instalment	Final Evaluation Report and PowerPoint Presentation	UNDP Head of PRECC and M&E Specialist	20%

13. HOW TO APPLY

Submission must be online following the instruction given on the website.

Please submit the following to demonstrate your interest and qualifications. Please note that all the documents below must be submitted as one PDF file.

- P11 (required), indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references;
- Personal CV (optional)
- Duly accomplished Letter of Confirmation of Interest and Availability using the template provided [see link further down];
- Technical Proposal demonstrating full understanding of the TORs, approach and methodology to the task and workplan;
- Financial proposal (All-inclusive daily fee): Interested individuals are kindly requested to submit an all-inclusive daily consultancy fee;
- Travel: All envisaged international travel costs must be included in the financial proposal in a separate line, though not the cost of in-land travel, which will be handled directly by the UNDP Country Office.

Application Evaluation Process:

Individual consultants will be evaluated based on the Cumulative Analysis methodology [weighted scoring method], where the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable; and
- Having received the highest score out of a pre-determined set of technical and financial criteria specific to the solicitation.

Technical Criteria weight; [70%].

Financial Criteria weight; [30%].

Only Individual Consultants obtaining a minimum of 70% of the obtainable 100 points in technical evaluation would be considered for the Financial Evaluation.

Technical Evaluation Criteria:

- Adequacy of Profile and Technical Proposal (Max 100 points)

General Conditions of Contract for the ICs:

<http://www.undp.org/content/dam/undp/documents/procurement/documents/IC%20-%20General%20Conditions.pdf>

UNDP Personal History form (P11) required of all applicants:

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

Letter of Confirmation of Interest and Availability

https://www.dropbox.com/s/789q1hvdrdgwggc/PPG_Cons_Letter%20of%20Interest%20and%20Availability.docx?dl=0

THIS TOR IS APPROVED BY: OIC Resident Representative

Signature: Madelena Monoja

Date: 16-Jun-2021

Name and Designation: Madelena Monoja, OIC Resident Representative