**Terms of Reference**

**BASIC CONTRACT INFORMATION**

**Job Title: International consultant to conduct Terminal Evaluation of the Growing Green Businesses Project**

**Location:** Montenegro

**Application Deadline:** 15th June 2021

**Type of Contract:** IC

**Assignment Type:** Short-term

**Languages Required:** English

**Starting Date:** 7th July 2021

**Duration of Initial Contract:** 7th July – 27th September 2021

**Expected Duration of Assignment:** 24 working days

**BACKGROUND**

##### **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 medium-sized project titled Growing Green Businesses in Montenegro (PIMS 5488) implemented through the UNDP. The project started on the 27th of April 2018 and is in its 4th year of implementation. The TE process must follow the guidance outlined in the document ‘Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects: [*http://web.undp.org/evaluation/guideline/documents/GEF/TE\_GuidanceforUNDP-supportedGEF-financedProjects.pdf*](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf) *.*

##### **Project Description**

*The project objective is to promote private sector investment in low-carbon and green businesses in Montenegro. The project will use a combination of policy de-risking (implementation of favourable policy framework and provision of business support services) and financial de-risking instruments (improving access to finance for innovative green businesses and partnerships, in particular agriculture, tourism and energy sectors). Overall, the project will stimulate low-emission economic growth and green job creation in Montenegro. It is composed of the following components and related activities:*

*Policy development and business support services for green start-ups and SMEs:*

* *Study and road-map for policy and incentive options for green businesses in agricultural, tourism and energy sectors*
* *Eco-Fund’s regulatory provisions developed, and advisory services provided to diversify its funding base*
* *Green Business Incubator established*
* *Entrepreneurs supported through the Green Business Incubator (50 existing and potential, including at least 20% women)*
* *Training workshops to develop green business skills delivered (3 workshops training a total of 50 specialists, including at least 20% women)*

*Green business financing:*

* *Capacities created within Investment-Development Fund to implement/enhance green business financing*
* *Financing mechanism (performance-based payment scheme) designed and implemented*

*Raising awareness of green business practices and financing opportunities:*

* *Awareness-raising activities conducted (150 existing and potential entrepreneurs and 100 stakeholders from public institutions, industry experts and academia)*
* *Green Business Incubator communication tools developed.*

*Justification:*

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| ***Business Barriers*** | ***Root Causes*** | ***Proposed strategy to address*** |
| *Barrier 1: Insufficient pipeline of bankable low-carbon projects* | *1.1.  Low level of general awareness about low-carbon investment opportunities among private sector, in particular SMEs*  *1.2.  Low financial literacy of SMEs and limited knowledge about potential/available funding sources and mechanisms*  *1.3.  Limited capacities among SMEs to identify and prepare quality projects*  *1.4 Additional regulatory and administrative barriers due to the fact that low-carbon projects are often “first of its kind”* | *Component 3 “Raising awareness of green business practices and financing opportunities” of the project will address root causes 1.1 and 1.2*    *Component 1 “Policy development and business support services for green start-ups and SMEs” of the project will address root causes 1.3 and 1.4* |
| *Barrier 2: Limited access to finance at acceptable terms* | *2.1. Insufficient financial sector’s readiness and appetite to finance low-carbon projects*  *2.2 Lending conditions are not adapted to SME needs, in particular high equity and collateral requirements*  *2.3. Not all green/low-carbon projects are sufficiently financially attractive (low returns/long pay-back)* | *Component 2 will work with the Investment and Development Fund (IDF) of Montenegro to help address root causes 1.1, 1.4, as well as 2.1, 2.2 and 2.3. In particular, the performance-based payment mechanism is meant to compensate low-carbon project developers for additional risks (stemming from root cause 1.4) or insufficient returns and create a track record of real-life projects thus building awareness of SME sector about existence of real business opportunities (root cause 1.1), as well as awareness and confidence of financial sector regarding real environmental and financial performance of such projects. Based on this information and cases, the banking sector will be in a strong position to categorize such projects, assess risks, and adjust requirements and terms of their financial products accordingly.* |

***Expected results:***

*Create favourable business climate and conditions for private sector investment in low-carbon and other environmentally-friendly businesses in Montenegro*

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| *Project* | *Growing Green Businesses in Montenegro* | | | | |
| *GEF Project ID:* | *9950* |  | | *at endorsement (Million US$)* | *at completion (Million US$)* |
| *UNDP Project ID:* | *5488* | *GEF financing:* | | *771,690* |  |
| *Country:* | *Montenegro* | *IA/EA own:* | | *45,000* |  |
| *Region:* | *Europe and CIS* | *Government:* | | *1,030,000* |  |
| *Focal Area:* | *Climate change mitigation* | *Other:* | | *3,568,490* |  |
| *FA Objectives, (OP/SP):* | *FA Objective #4 for GEF 6: Promoting energy efficient low carbon, transport and urban systems* | *Total co-financing:* | | *4,598,490* |  |
| *Executing Agency:* | *UNDP* | *Total Project Cost:* | | *5,415,180* |  |
| *Other Partners involved:* |  | *ProDoc Signature (date project began):* | | | *April 27, 2018* |
| *(Operational) Closing Date:* | *Proposed:*  *April 27, 2021* | | *Actual:*  *December 27, 2021* |

*Key partners/stakeholders:*

* *Ministry of Capital Investments*
* *Ministry of Economic Development*
* *Ministry of Ecology, Spatial Planning and Urbanism*
* *Eco Fund*
* *Investment Development Fund*
* *Business Incubator Cetinje*
* *Chamber of Commerce*
* *Private sector*

*This project will contribute to the following country outcome included in the UNDAF/Country Programme Document:*

*By 2021, people of Montenegro benefit from sustainable management of natural resources, combating climate change and disaster risk reduction.*

*By 2021, people of Montenegro benefit from an enabling institutional and regulatory framework for sustainable and inclusive economic growth based on innovation, entrepreneurship and competitiveness*

*This project will be linked to the following output of the UNDP Strategic Plan:*

*Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for poor and excluded people.*

*Linkages to SDGs:*

*SDG 7: Affordable and clean energy - Ensure access to affordable, reliable, sustainable and modern energy for all*

*SDG 13: Climate action - Take urgent action to combat climate change and its impacts critical social, economic, political, geographic and demographic factors*

*The project was extended for 8 months in February 2021 (the end date of the project implementation is 27 December 2021). The following factors made it necessary and justified as a result of changes in the basic project conditions, while the project purpose remained unchanged:*

*- The COVID-19 lockdown in the country caused economic withdrawal and private-sector focus on maintaining liquidity, thus halting planned investments aligned with the project’s purpose.*

*- The elections in August 2020 additionally affected the implementation as, historically, the pre-election period results in decreased partner activities. The result is a new parliamentary majority, for the first time in 30 years, resulting in the ongoing formation of the government.*

*- The project support for some of the key partners was delayed. The Business Centre in Cetinje appointed its director and management structure only in November 2019, while the Eco Fund (EF) become operational in the first half of 2020. As the EF should become one of the key facilitators of the green transition, adjusting the project’s capacity-building activities to include the EF team should be considered a priority. Investment Development Fund has been severely affected by the pandemic. The effects resulted in twofold crisis: (i) personnel workload increased due to responsibility of delivering recovery packages. The workload of issuing the loans and support measures increased workload of available personnel, (ii) increased workload was followed by workforce decrease due to work from home arrangements and significant number of cases of COVID infection affecting personnel in second half of 2020. All this resulted in no availability for planed training and development initiatives*

*The total number of deaths associated with COVID-19 infection in Montenegro since the beginning of the pandemic is 1561. Taking into account all newly discovered cases as well as the number of recovered, the total number of currently active COVID-19 cases in Montenegro is 1393.*

*Since the beginning of the epidemic events (March 2020), the total number of registered cases of infection with the new corona virus in Montenegro is 98852.*

*The COVID-19 lockdown in the country caused economic withdrawal and private-sector focus on maintaining liquidity, thus halting planned investments aligned with the project’s purpose. A survey conducted on a sample of 66 companies in the summer of 2020 revealed that planned investments will be delayed for a minimum of 6 to 12 months. As the design of the project support scheme relies on the private sector’s capability for co-financing, activities needed to be postponed until a later period. As per the survey, affordable loans and/or grants would be considered a precondition and a highly motivating factor for the private sector to invest in transition practices and technologies.*

*Travel to and within the country is currently not restricted*

##### **TE Purpose**

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

The findings of the Terminal evaluation will be used by the Government of Montenegro and relevant national and local institutions for further planning and promotion of low carbon development, enhancing and enabling regulatory and financial frameworks for investments in green technologies and developing green business opportunities. They will be used by UNDP Country Office as inputs for developing new project ideas, concepts and projects aimed at designing technical assistance and policy advice in the subject area, addressing various sources of funding.

**DUTIES AND RESPONSIBILITIES**

##### **TE Approach & Methodology**

The TE 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 Advisors, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE[[1]](#footnote-1). Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to representatives of

* *Ministry of Capital Investments*
* *Ministry of Ecology, Spatial Planning and Urbanism*
* *Eco Fund*
* *Investment Development Fund*
* *Business Incubator Cetinje*
* *Municipality of Cetinje*
* *Chamber of Economy*
* *University of Montenegro (Mechanical Faculty, Electrotechnical Faculty)*
* *Selected private sector representatives*

Additionally, the TE team is expected to conduct field missions to *Cetinje, Bar, Podgorica* and other locations subject to the topics discussed and dynamics of the visit.

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 should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the TE team.

***In case of introduced travel and/or meeting restrictions in the country of residence of the Team Leader or in Montenegro, the mission to Montenegro will be cancelled and the evaluation will be conducted remotely. Project Team will support the implementation of virtual interviews with stakeholders and the national expert will support implementation of face to face interviews and field visits, if allowed at the timeframe planned for the mission to Montenegro*.**

The final TE report should 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.

*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 and within the country is currently not 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.*

1. **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-financed Projects [*http://web.undp.org/evaluation/guideline/documents/GEF/TE\_GuidanceforUNDP-supportedGEF-financedProjects.pdf*](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 at <http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf>

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

1. 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 at <http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf> .

1. **Expected Outputs and Deliverables**

The TE *consultant/team* shall prepare and submit:

* TE Inception Report: TE team clarifies objectives and methods of the TE no later than *2 weeks* before the TE mission. TE team submits the Inception Report to the Commissioning Unit and project management. Approximate due date: *30th July 2021*
* Presentation: TE team presents initial findings to project management and the Commissioning Unit at the end of the TE mission. Approximate due date: *3rd September 2021*
* Draft TE Report: TE team submits full draft report with annexes within 3 weeks of the end of the TE mission. Approximate due date: *10th September 2021*
* Final TE Report\* and Audit Trail: TE team submits revised report, with Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report, to the Commissioning Unit within 1 week of receiving UNDP comments on draft. Approximate due date: *27th September 2021*

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

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**

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

The Commissioning Unit will contract the consultants 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.

***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. In that case, the Project Team and the Commissioning Unit will provide an updated stakeholder list with contact details (phone and email).***

1. **Duration of the Work**

The total duration of the TE will be approximately 25 working days over a time period of *13 weeks* starting *1st July 2021* and shall not exceed five months from when the TE team is hired. The tentative TE timeframe is as follows:

* *15th June:* Application closes
* *7th July:* Selection of TE Team
* *7th July:* Prep the TE team (handover of project documents)
* *10th July: 3* days: Document review and preparing TE Inception Report
* *30th July: 2* days: Finalization and Validation of TE Inception Report - latest start of TE mission
* *29th August- 4th September: 7 working* days (*with 2 days for travel*): TE mission: stakeholder meetings, interviews, field visits
* *3rd September:* Mission wrap-up meeting & presentation of initial findings - earliest end of TE mission
* *10th September: 10* days: Preparation of draft TE report
* *10th September:* Circulation of draft TE report for comments
* *20th September: 2* days: Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
* *(26th September):* Preparation & Issue of Management Response
* *27th September:* Expected date of full TE completion

The expected start date of contract is 7th July 2021.

1. **Duty Station**

*The consultant is expected to work from home with one mission of 5 working days (not including travel days) to Montenegro (if the travel would be possible due to restrictions of travel caused by the pandemic)*

*Expected places of travel: Podgorica, Montenegro and day trips to other parts of Montenegro such as Cetinje, Bar (with return to Podgorica by evening).*

**Travel:**

* International travel will be required to ***Montenegro***during the TE mission;
* The BSAFE course must be successfully completed prior to commencement of travel;
* Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
* Consultants are required to comply with the UN security directives set forth under: <https://dss.un.org/dssweb/>
* All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

**REQUIRED SKILLS AND EXPERIENCE**

1. **TE Team Composition and Required Qualifications**

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, from Montenegro - the country of the project. The team leader will be responsible for the overall design and writing of the TE report, preparing methodology and the Inception Report etc.) The team expert will work with the Project Team in developing the TE itinerary, assist in compilation of data collected via desk research and interviews, assist in translation of key information/data from MNE to ENG language, assess emerging trends with respect to regulatory frameworks, budget allocations) .

***In case of introduced travel and/or meeting restrictions in the country of residence of the Team Leader or in Montenegro, the mission to Montenegro will be cancelled and the evaluation will be conducted remotely. Project Team will support the implementation of virtual interviews with stakeholders and the national expert will support implementation of face to face interviews and field visits, if allowed at the timeframe planned for the mission to Montenegro.***

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:

For Team Leader:

Education

* Master’s degree in *engineering, economic, environmental policy, civil engineering, mechanical engineering, technical engineering, natural sciences (biology, environment, sustainable development…)* or other closely related field;

Experience

* Relevant experience with results-based management evaluation methodologies;
* Experience applying SMART indicators and reconstructing or validating baseline scenarios;
* Competence in adaptive management, as applied to *climate change / environment/tourism;*
* Experience in evaluating projects, specifically GEF financed projects and GEF evaluation processes;
* Experience working in *Western Balkans Region, specifically Montenegro;*
* Experience in relevant technical areas for at least *10 years;*
* Demonstrated understanding of issues related to gender and *climate change/environment* experience in gender responsive evaluation and analysis;
* Excellent communication skills;
* Demonstrable analytical skills;
* Project evaluation/review experience within United Nations system will be considered an asset;
* *Experience with implementing evaluations remotely will be considered an asset.*

Language

* Fluency in written and spoken English.

1. **Evaluator Ethics**

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.

1. **Payment Schedule**

* 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
* 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
* 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

Criteria for issuing the final payment of 40%

* 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 MTR reports).
* The Audit Trail includes responses to and justification for each comment listed.

*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.*

**APPLICATION PROCESS**

*(Adjust this section if a vetted roster will be used)*

1. **Scope of Price Proposal and Schedule of Payments**

***Financial Proposal:***

* Financial proposals must be “all inclusive” and expressed in a lump-sum for the total duration of the contract. The term “all inclusive” implies all cost (professional fees, travel costs, living allowances etc.);
* For duty travels, the UN’s Daily Subsistence Allowance (DSA) rates are (fill for all travel destinations), which should provide indication of the cost of living in a duty station/destination *(Note: Individuals on this contract are not UN staff and are therefore not entitled to DSAs. All living allowances required to perform the demands of the ToR must be incorporated in the financial proposal, whether the fees are expressed as daily fees or lump sum amount.)*
* The lump sum is fixed regardless of changes in the cost components.

1. **Recommended Presentation of Proposal**
2. **Letter of Confirmation of Interest and Availability** using the [template](https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx) provided by UNDP;
3. **CV** and a **Personal History Form** ([P11 form](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc));
4. **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)
5. **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc.), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_%20Individual%20Contract_Offerors%20Letter%20to%20UNDP%20Confirming%20Interest%20and%20Availability.docx&action=default). 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 address (insert mailing address) by email at the following address ONLY: [*ana.tabas@undp.org*](mailto:ana.tabas@undp.org) by *15th June 2021 till16:00h CTE time.* Incomplete applications will be excluded from further consideration.

1. **Criteria for Selection of the Best Offer**

Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions will be awarded the contract.

1. **Annexes to the TE ToR**

*[Share ToR Annexes directly with short-listed applicants - Include link to ‘Guidance For Conducting Terminal Evaluations of UNDP-Supported GEF-Financed Projects’ and other existing literature or documents that will help candidates gain a better understanding of the project situation and the work required.*

*Suggested ToR annexes include:*

* ToR Annex A: Project Logical/Results Framework
* ToR Annex B: Project Information Package to be reviewed by TE team

In addition, the link <http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf> provides guidelines and details related to: Content of the TE report, Evaluation Criteria Matrix template, UNEG Code of Conduct for Evaluators, TE Rating Scales and TE Ratings Table, TE Report Clearance Form, TE Audit Trail template

ToR Annex A: Project Logical/Results Framework

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| --- | --- | --- | --- | --- | --- |
| **This project will contribute to the following Sustainable Development Goal (s):**  SDG 7: Affordable and clean energy - Ensure access to affordable, reliable, sustainable and modern energy for all  SDG 13: Climate action - Take urgent action to combat climate change and its impacts | | | | | |
| **This project will contribute to the following country outcome included in the UNDAF/Country Programme Document:**  By 2021, people of Montenegro benefit from sustainable management of natural resources, combating climate change and disaster risk reduction.  By 2021, people of Montenegro benefit from an enabling institutional and regulatory framework for sustainable and inclusive economic growth based on innovation, entrepreneurship and competitiveness | | | | | |
| **This project will be linked to the following output of the UNDP Strategic Plan:**  Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for poor and excluded people. | | | | | |
|  | **Objective and Outcome Indicators** | **Baseline** | **Mid-term Target** | **End of Project Target** | **Data Collection Methods and Risks/Assumptions** |
| **Project Objective:**  ***To promote private sector investment in low-carbon and green businesses in Montenegro*** | tCO2eq direct emissions reductions (attributable to the project-facilitated green investments made during the project’s supervised implementation period, totaled over the respective lifetime of the investments) | 0 | 15% of final target | 20,400 tCO2eq | GHG inventory |
| Risks:  *Investment climate in Montenegro deteriorates/does not improve due to weak policy and regulatory framework and their insufficient enforcement*  Assumptions:  *Estimation over green business investments lifetime (20 years)*  *Green financing enabled*  *Continued support of IDF*  *Timely startup of Eco-Fund* |
| Number of project beneficiaries, including % of women | N/a | 40% of final target | 3,000 (including 30% - women) | IDF and Chamber of Commerce annual report to Government of Montenegro  Workshops reports, grant agreements |
| Risks:  *Lack of private sector interest to invest in green/low-carbon businesses*  Assumptions:  *Mainstreaming gender and encouraging women participation in project activities and as beneficiaries of project outputs.* |
| Volume of additional public and private investment mobilized for low GHG development | N/a | 30% of final target | Public:  US$20,000,000  Private:  US$4,000,000 | Ministry of Economy Annual Reports |
| Risks:  *Lack of private sector interest to invest in green/low-carbon businesses*  Assumptions:  *Public: Commitment and capacities at Eco-Fund, Ministry of Tourism and Sustainable Development, and IDF to implement and scale-up new financing mechanisms.*  *Private: Private companies are interested in pursuing green investments and have the required knowledge, skills and capacities to identify and carry out such business opportunities.* |
| **Component 1:**  **Policy development and business support services for green start-ups and SMEs** | Number of decision makers in the Ministry of Tourism and Sustainable Development that understand and recognize policy and incentive options for green businesses in agricultural, tourism and energy sectors | 0 | 50% of final target | 10 (4 women) | Project reports, workshop reports |
| Risks:  *High turnover of Ministry staff*  *Lack of interest for training participation*  Assumptions:  *Commitment at Ministry of Tourism and Sustainable Development to create capacities, increase knowledge and skills on policy incentive options for green businesses* |
| Level of capitalization of the Eco-Fund | 0 | 500.000 Euro | 3,000,000 Euro | MSDT reports to Government of Montenegro |
| Risks:  *Investment climate in Montenegro deteriorates/does not improve due to weak policy and regulatory framework and their insufficient enforcement*  *Eco-Fund not established by project initiation* Assumptions:  *Commitment and capacities at Eco-Fund and Ministry of Tourism and Sustainable Development to adopt and to enforce polluter-pays mechanisms* |
| Number of existing and potential entrepreneurs trained and assisted through the Green Business Incubator (green business services delivered) | 0 | 50% of final target | 100 (including 30% - women) | Green Business Incubator annual reports |
| Risks:  *Lack of private sector interest to invest in green/low-carbon businesses*  Assumptions:  *Learning opportunities offered by Green Business Incubator lead to green business growth*  *Local authorities’ and stakeholder’s commitment to support the establishment and operationalization of Green Business Incubator* |
| **Component 2:**  **Green business financing** | Number of IDF staff, and other relevant institutions, trained to implement and market IDF’s green business financing | 0 | 10 (including 30% women) | 10 (including 30% women) | IDR annuals reports |
| Risks:  *Staff turnover*  Assumptions:  *Commitment at IDF and relevant institutions to create capacities, increase knowledge and skills to implement and market IDF’s green business financing* |
| Number of green business investments supported via performance-based payment | 0 | 0 | 20 (including 30% women-led SMEs) | Projects, IDF and Chamber of Commerce annual report to Government of Montenegro |
| Risks:  *Lack of private sector interest to invest in green/low-carbon businesses*  Assumptions:  *Commitment and capacities at IDF to implement performance-based payments* |
| **Component 3:**  **Raising awareness of green business practices and financing opportunities** | Number of direct green business stakeholders (existing and potential entrepreneurs and technical specialist) reached out to by awareness raising activities | 0 | 50% of final target | 300 (including 30% - women) | Projects, IDF and Chamber of Commerce annual report to Government of Montenegro |
| Risks:  *Investment climate in Montenegro deteriorates/does not improve due to weak policy and regulatory framework and their insufficient enforcement*  Assumptions:  Adequate promotional and communication tools enabled. |

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

1. UNDP Project Document
2. UNDP Environmental and Social Screening results
3. Project Inception Report
4. Progress reports and work plans of the various implementation task teams
5. Project deliverables: studies, analyses…
6. Audit report
7. Finalized GEF focal area Tracking Tools at CEO endorsement
8. All monitoring reports prepared by the project
9. Minutes of the Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)
10. UNDP country programme document(s)
11. Project site location maps

**Consultant’s Signature:**

**Name: Ronald WONG**

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. (link to stakeholder engagement in UNDP Eval Guidelines?) [↑](#footnote-ref-1)
2. Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml> [↑](#footnote-ref-2)