

Terminal Evaluation Terms of Reference (ToR) Template for UNDP-supported GEF-financed projects

Template 1 - formatted for attachment to the [UNDP Procurement website](#)

BASIC CONTRACT INFORMATION

Post Type:	International Consultant/National Consultant
Location:	Nigeria
Type of Contract:	International consultant
Starting Date:	May 2021
Completion Date:	July 2021
Number of Days	(Estimated at 25 days)
Languages required	English,
Supervisor:	PMU, PSC, UNDP

1. INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the *full-sized* project titled Derisking Renewable Energy NAMA for the Nigerian Power Sector (PIMS 5243) implemented through the UNDP (Executing Agency) and Energy Commission of Nigeria (Implementing Partner). The project started on the 28 June 2016 and is in its *fifth* 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).

PROJECT BACKGROUND AND CONTEXT

The energy sector is the largest source of greenhouse gas (GHG) emissions in Nigeria, accounting to over 70% of the country's total emissions (155.34 MtCO₂e in 2000). Over 85% of the energy emissions emanated from fuel combustion activities, and the remaining from fugitive fuel emissions. The project aims to support the Federal Government of Nigeria (FGN) in both the design and implementation of renewable energy (RE) Nationally Appropriate Mitigation Actions (NAMA) in the Nigeria Power Sector. The project seeks to apply relevant UNDP's Derisking methodology in addressing barriers and risks hindering private investment in grid-connected renewable energy (Solar-PV) business in Nigeria. The project aims to contribute to the reduction of GHG emissions by increasing the share of renewables in the national electricity mix. This is aligned with the renewables electricity targets established voluntarily by the FGN, which aims to achieve a contribution of 10% installed capacity of various sources of renewables by 2030 (source: NDC). The project comprises three components:

- 1) Design and implementation of a power sector renewable energy NAMA supported by DREI analysis
- 2) Policy and institutional framework for private investment in on-grid renewable power generation

3) 1st commercial on-grid Renewable Energy (RE) project.

The project is aligned with the Primary Outcome of UNDP Strategic Plan “Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded”.

The total cost of investment in the project is estimated at US\$217,950,000, of which US\$4,400,000 constitute grant funding from the GEF and US\$213,550,000 comprises co-financing, contributed from UNDP, Energy Commission of Nigeria (ECN), Federal Ministry of Environment (FMEnv.), the Lagos Energy Academy (LEA), and Nigeria Solar Capital Partners (private sector). The project, planned for 5 years, started on 28 June 2016 and is expected to close on 28 June 2021.

Between March and April, 2019, a mid-term review (MTR) of the project was conducted. One of the key recommendations of the MTR was that the project strategy be reassessed to determine if it should remain focused on utility-scale solar PV or rather reoriented towards, a) rooftop PV b) embedded generation and c) interconnected mini grid. Following stakeholders’ consultations and the conduction of a Strategic Project Revision in November 2019, the project strategy was revised to interconnected mini grid. The redesigned components are:

- 1) Component 1: Design and Develop an Interconnected mini grid NAMA for supported by DREI analysis. Expected Outcome: A coherent derisking approach established for catalyzing private sector investment to implement interconnected mini grids.
- 2) Component 2: Policy and Institutional Framework for Private Investment in On-Grid renewable Power Generation. Expected Outcome: Public Instruments developed and Implemented for derisking the National Policy Environment for Mini Grids Developers.
- 3) Component 3: 15 Interconnected Mini Grids Implemented. Expected Outcome: The Nigerian Power Sector Renewable Energy (RE) NAMA is operationalized demonstrating a proof-of-concept 15 grid-connected interconnected solar PV mini grids.

COVID-19 was confirmed to have reached Nigeria on March, 2020. As of April 19, 2021, Nigeria has confirmed 164,233 positive cases, 7,840 active cases, 154,332 discharged cases and 2,061 deaths. The Nigeria Centre for Disease Control (NCDC) implemented public health emergency measures including lockdowns, physical distancing, travel restrictions, and phases of lockdown measures based on the observed trends in the cases of COVID-19. There has been recently some alleviation of lockdown measures with restaurants, gymnasiums and places of worship reopened at 50% capacity, and members of the public permitted to congregate in groups of 50 people. The flights are now open but with limited capacity and a mandatory quarantine is imposed to incoming travelers.

2. 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 TE also aims to learn from the project's experiences in developing policies and regulations conducive to private sector investment, to explore the benefits of on-grid renewable energy and interconnected mini-grids for improving energy access in the country and to aid the overall enhancement of the UNDP programming.

3. TE APPROACH & METHODOLOGY

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

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

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

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to Energy Commission of Nigeria, Federal Ministry of Environment, Federal Ministry of Power, Federal Ministry of Finance, Budget and National Planning, Nigeria Electricity Regulation Commission, Nigerian Bulk Electricity Trading, Transmission Company of Nigeria, Federal Competitive and Consumer Protection Council, Ministry of Women and National Planning, Rural Electrification Agency and National Orientation Agency; executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. The TE team is expected to conduct all these consultations remotely or in Abuja. Additionally, the TE team is not expected to conduct project field missions to the sites and other states, however, contacts should be made using remote access to discuss with all the stakeholders due the prevailing covid and travel restrictions across the globe.

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 into the TE report.

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

Depending on the COVID-19 situation, 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 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. The 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 supported in the field if it is safe for them to operate and travel. No stakeholder, consultants or UNDP staff be put in harm's way and safety is the key priority.

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

4. 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 ([Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects](#)).

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

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

Findings

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 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

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 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 *Derisking Renewable Energy NAMA for the Nigerian Power Sector*

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

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)

Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

5. TIMEFRAME

The total duration of the TE will be approximately *25 working days* over a time period of *10 weeks* starting on May 24th, 2021. The tentative TE timeframe is as follows:

Timeframe	Activity
May 30, 2021	Application closes
June 7, 2021	Selection of TE team
June 12, 2021: 3 days	Preparation period for TE team (handover of documentation)
June 15, 2021: 3 days (recommended 2-4)	Document review and preparation of TE Inception Report
June 17, 2021: 2 days	Finalization and Validation of TE Inception Report; latest start of TE mission
June 19, 2021: 7 days (recommended 7 – 15)	TE mission: stakeholder meetings, interviews, field visits, etc.
June 29, 2021: 1 day	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
June 30 - July 7, 2021, 8 days (recommended 5-10)	Preparation of draft TE report
July 8, 2021	Circulation of draft TE report for comments
July 12, 2021: 1 day (recommended 1-2)	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
July 13, 2021	Preparation and Issuance of Management Response
July 20, 2021	Expected date of full TE completion

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

6. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: June 17, 2021.	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: June 29 th , 2021.	TE team presents to Commissioning Unit and project management

3	Draft TE Report	Full draft report (<i>using guidelines on report content in ToR Annex C</i>) with annexes	Within 3 weeks of end of TE mission: July 7 th , 2021.	TE team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (<i>See template in ToR Annex H</i>)	Within 1 week of receiving comments on draft report: July 12 th , 2021.	TE team submits both documents to the Commissioning Unit

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

7. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is the UNDP Nigeria Country Office (CO).

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

8. TE TEAM COMPOSITION

A team of *two independent evaluators* will conduct the TE – *one International Consultant, the team leader (with experience and exposure to projects and evaluations in other regions) who will be home-based for the entire duration of the assignment, and one National Consultant, the team expert,*.

The team leader will *have the overall responsibility for the conduction of the evaluation exercise as well as quality and timely submission of reports (inception, draft final, audit trial, etc).* The team leader will be *accountable to UNDP for the delivery results on this assignment.* The team expert will assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, develop communication with stakeholders who will be interviewed, and work with the Project Team in developing the TE workplan and itinerary, etc.

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

The selection of evaluators will be aimed at maximizing the overall "team" qualities in the following areas: *(Adjust the qualifications as needed and provide a weight to each qualification. In most cases, the*

² Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

qualifications for the team leader and those for the team expert will differ. Therefore, there should be two different lists of qualifications or separate ToRs.)

A. INTERNATIONAL CONSULTANT (TEAM LEAD)

Education

- At least a master's degree in Environmental Science, Project Management, Energy studies or other closely related field;

Experience

- Relevant experience with results-based management evaluation methodologies (10%);
- Experience applying SMART indicators and reconstructing or validating baseline scenarios (10%);
- Competence in adaptive management, as applied to *Climate Change - Mitigation (5%)*;
- Experience in evaluating projects (10%);
- Experience working in *Nigeria (10%)*;
- Experience in relevant technical areas for at least *10 years (10%)*;
- Demonstrated understanding of issues related to gender and *Climate Change – Mitigation (5%)*;
- experience in gender responsive evaluation and analysis (5%);
- Excellent communication skills (10%);
- Demonstrable analytical skills (10%);
- Project evaluation/review experience within United Nations system will be considered an asset (10%).

Language

- Fluency in written and spoken English (5%).

RESPONSIBILITIES

- Document review
- Leading the TE Team in planning, conducting and reporting on the evaluation;
- Deciding on division of labour within the Team and ensuring timeliness of reports;
- Use of best practice evaluation methodologies in conducting the evaluation; leading the drafting and finalization of the Inception Report for the Terminal Evaluation;
- Leading presentation of the draft evaluation of findings and recommendations;
- Conduct the de-briefing for the UNDP Country Office and Project Team;
- Leading the drafting and finalization of TE report.

B. NATIONAL CONSULTANT

Education

- At least a **master's degree** in Environmental Science, Project Management, Energy studies or other closely related field;

Experience

- Minimum of 5 years of supporting project evaluation and/or environmental project implementation in result-based management framework, adaptive management and UNDP monitoring and Evaluation Policy; (30%)
- Experience in relevant technical areas for at least 3 years; (30%)
- Experience with national environmental policy framework, and interacting with environmental authorities, NGO's and other actors; (15%)
- Experience applying SMART indicators and reconstruction or validating baseline scenarios (10%)
- Demonstrate analytical skills (5%)
- Excellent communication skills (5%)

Language

- Fluency in written and spoken English (5%)

RESPONSIBILITIES

- Document review and data gathering;
- Contributing to the development of the evaluation plan;
- Conducting those elements of the evaluation determined jointly with the international consultant and UNDP;
- Contributing to presentation of the review findings and recommendations at the wrap-up meeting;
- Contributing to the drafting and finalization of the review report.

9. 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.

10. 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%³:

³ 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:

- 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.

11. APPLICATION PROCESS⁴

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

Recommended Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the [template](#)⁵ provided by UNDP;
- b) **CV and a Personal History Form** ([P11 form](#)⁶);
- 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 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](#). 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 by email at the following address ONLY: muyiwa.odele@undp.org by **(4.00 pm, Sunday, 30th May, 2021)**. Incomplete applications will be excluded from further consideration.

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

12. TOR ANNEXES

(Add the following annexes to the final ToR)

- 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

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

⁴ Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP

<https://popp.undp.org/SitePages/POPPRoot.aspx>

⁵<https://intranet.undp.org/unit/bom/psu/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

⁶ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

- ToR Annex H: TE Audit Trail

ToR Annex A: Project Logical/Results Framework (revised logical framework matrix during 2019 Project Strategy Review)

The below logframe is the revised one from Project Strategy Review (PSR) report; Please see original logical framework in project document.

Country Programme Outcome Indicators: Renewable energy policy and strategy available and implemented; Number of people accessing renewable energy.					
Country Programme Outcome Indicators: Renewable energy policy and strategy available and implemented; Number of people accessing renewable energy.					
Primary applicable Key Environment and Sustainable Development Key Result Area: Catalyzing environmental finance.					
Applicable GEF Focal Area Objective: GEF-5 FA Objective: #3 (CCM-3): “Promote Investment in Renewable Energy Technologies”					
Objective/ Outcomes	Indicators	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
Objective: The objective of the project is to support the Federal Government of Nigeria (FGN) in the development and implementation of a NAMA in the energy sector, namely a renewable energy NAMA for the Nigerian Power Sector.	- A NAMA developed for the Nigerian power sector (NPS) focus on interconnected minigrids - Quantity of interconnected minigrids operational - Quantity of direct GHG emissions resulting from the baseline projects and power sector	- No NAMA for the energy sector - No MRV system for monitoring GHG emission reductions in the energy sector - No interconnected minigrid operational (first expected to become operation in December	- A NAMA developed for the NPS focused on interconnected minigrids and submitted for registration with the UNFCCC NAMA Registry - 15 minigrids operational with an average installed generation	- Project reports (Quarterly, Annual, PIR, MTE, TE) - Minutes of PSC - UNFCCC NAMA Registry - Power sector GHG inventory report (National Inventory Reports) - Information from	- The Government of Nigeria maintains its commitment to its voluntary GHG abatement initiatives through NAMAs, especially in the energy sector - Detailed sectoral inventory is established and

	NAMA (tCO ₂ /year)	2019).	capacity of 100 kW in Nigeria - A total of 420,000 tCO ₂ e, between 2020 and 2040 (20 years)	Renewable Energy/Minigr id association - MRV mechanism or technology- specific MRV mechanisms	operational - MRV mechanism(s) developed Implementatio n barriers (regulatory, financial, technical, technological) have been reduced or overcome
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Outcome 1: A coherent derisking approach is established for catalysing private sector investment to implement renewable energy power sector NAMA.	- Number of policy and financial derisking instruments designed using DREI analysis and implemented - Number of national guidelines - Standardised baseline for calculating GHG emission reduction for on-grid RE	- No methodology is used to quantify risks that hinder investments in RE, and to develop policy and financial derisking instruments to promote large- scale private investments. - Social and environmental safeguards for RE projects do	- At least 3 policy and financial derisking instruments have been assessed using DREI analysis based on work initiated in the development of the project document. - 3 TAPs developed by the end of Year 3 - An MRV	- Project reports (Quarterly, Annual, PIR, MTE, TE) - Minutes of PSC - DREI reports - Report on the design and operationalisati on of environmental and social safeguard guidelines - Standardised baseline for national	- GoN supports the facilitation of private- sector investment in the energy sector -
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		<p>not meet international standards</p> <ul style="list-style-type: none"> - No baseline exists to calculate emission reductions for grid connected RE - No technology action plans RE projects 	<p>mechanism is developed for the power sector, including a standardized baseline for national grid developed in Year 1 and updated on a yearly basis</p>	<p>electricity system</p> <ul style="list-style-type: none"> - Report on the MRV mechanism - 3 NAMA technology action plans 	
<p>Outcome 2:</p> <p>Public instruments are developed and implemented for derisking the national policy environment.</p>	<ul style="list-style-type: none"> - Number of public instruments developed and implemented (e.g. trainings delivered to IPPs, RE resources assessments, environmental and social safeguard guidelines, RE IPPs benefiting from trainings) - Investments in on-grid utility scale RE projects - 	<ul style="list-style-type: none"> - Limited availability of local capital because of the risk perception of the financial sector - No GIS-based tool to provide the practicable RE potential is available - Limited capacity in public and private institutions to plan, implement, monitor and evaluate RE projects - Lack of 	<ul style="list-style-type: none"> - A study on domestic financial sector reform to unlock low-cost local capital for green investment is carried out - A GIS based tool is developed to identify practicable RE (PV, wind and biomass) sites in Nigeria - A set of social and environmental safeguard guidelines is 	<ul style="list-style-type: none"> - Project reports (Quarterly, Annual, PIR, MTE, TE) - Report on financial sector reform - GIS-based resource assessment tool - Lessons-learned report - 	<ul style="list-style-type: none"> - GoN maintains its commitment to monitor, report and verify its voluntary NAMA initiatives - Beneficiary institutions have the human and institutional capacity and willingness to collaborate

		internationally-benchmarked social and environmental safeguards	developed for all utility-scale RE by the end of Year 1 based on international standards		
			<ul style="list-style-type: none"> - The LEA are capacitated to deliver RE trainings to IPPs, undergraduate students, and public institutions on a cost-recovery basis - A lessons learned report is developed to captured best practices for dissemination (Year 5) 		
Outcome 3: The NAMA for interconnected minigrids is operational by demonstrating 15 solar PV interconnected minigrids	<ul style="list-style-type: none"> - Emission reductions from solar PV interconnected minigrids - Number of households and industry benefitting from 	<ul style="list-style-type: none"> - No interconnected minigrid established - No MRV system for interconnected minigrids - Limited 	<ul style="list-style-type: none"> - 15 minigrids established with equity support and debt finance provided by international or domestic lenders; - 1 or more 	<ul style="list-style-type: none"> - Project reports (Annual, PIR, MTE, TE) and minutes of PSC - Information provided by minigrid developers 	<ul style="list-style-type: none"> - International lenders remain interested in providing funding to interconnected minigrids and remain interested in providing

	<p>electricity generated by PV plants (clients serviced)</p> <p>- Number of domestic banks trained in appraisal and selection process of interconnected minigrid investments</p>	<p>knowledge with domestic banks to appraise and select debt finance of interconnected minigrids.</p>	<p>domestic banks experienced with appraising and selection of debt finance of interconnected minigrid projects.</p>		<p>knowledge and expertise on appraising and selecting solid interconnected minigrids;</p> <p>- Domestic lenders remain interested in providing funding to interconnected minigrids;</p> <p>Standardised baseline for national grid has been developed</p> <p>- National MRV system is in place</p>
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ToR Annex B: Project Information Package to be reviewed by TE team

#	Item (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Inception Workshop Report
7	Mid-Term Review report and management response to MTR recommendations
8	All Project Implementation Reports (PIRs)
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
10	Oversight mission reports

11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
16	Audit reports
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
18	Sample of project communications materials
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
21	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)
23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
24	UNDP Country Programme Document (CPD)
25	List/map of project sites, highlighting suggested visits
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes
28	Project Strategy Revision (November 2019)
	<i>Additional documents, as required</i>

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 rating⁷)
 - 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
 - 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

⁷ See ToR Annex F for rating scales.

- 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

ToR Annex D: Evaluation Criteria Matrix template

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities 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?			
<i>(Expand the table to include questions for all criteria being assessed: Monitoring & Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)</i>			

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

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: _____

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>

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: _____

ToR Annex H: TE Audit Trail

The following is a template for the TE Team to show how the received comments on the draft TE report have (or have not) been incorporated into the final TE report. This Audit Trail should be listed as an annex in the final TE report but not attached to the report file.

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

Terminal Evaluation Terms of Reference (ToR) Template for UNDP-supported GEF-finance projects

Template 2 - formatted for the [UNDP Jobs website](#)

BASIC CONTRACT INFORMATION

Location: Nigeria

Application Deadline: 12th May, 2021

Type of Contract: International

Assignment Type: Terminal evaluation

Languages Required: English

Starting Date: May 24, 2021

Duration of Initial Contract: 25 days

Expected Duration of Assignment: 10 weeks

BACKGROUND

1. Introduction

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the *full-sized* project titled Derisking Renewable Energy NAMA for the Nigerian Power Sector (PIMS # 5345) implemented through the UNDP (*Executing Agency*) and Energy Commission of Nigeria (*implementing Partner*). The project started on the 28 June, 2016 and is in its fifth 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).

2. Project Description

The energy sector is the largest source of greenhouse gas (GHG) emissions in Nigeria, accounting to over 70% of the country's total emissions (155.34 MtCO₂e in 2000). Over 85% of the energy emissions emanated from fuel combustion activities, and the remaining from fugitive fuel emissions. The project aims to support the Federal Government of Nigeria (FGN) in both the design and implementation of renewable energy (RE) Nationally Appropriate Mitigation Actions (NAMA) in the Nigeria Power Sector. The project seeks to apply relevant UNDP's Derisking methodology in addressing barriers and risks hindering private investment in grid-connected renewable energy (Solar-PV) business in Nigeria. The project aims to contribute to the reduction of GHG emissions by increasing the share of renewables in the national electricity mix. This is aligned with the renewables electricity targets established voluntarily by the FGN, which aims to achieve a contribution of 10% installed capacity of various sources of renewables by 2030 (source: NDC). The project comprises three components:

- 4) Design and implementation of a power sector renewable energy NAMA supported by DREI analysis
- 5) Policy and institutional framework for private investment in on-grid renewable power generation
- 6) 1st commercial on-grid Renewable Energy (RE) project.

The project is aligned with the Primary Outcome of UNDP Strategic Plan "Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded".

The total cost of investment in the project is estimated at US\$217,950,000, of which US\$4,400,000 constitute grant funding from the GEF and US\$213,550,000 comprises co-financing, contributed from UNDP, Energy Commission of Nigeria (ECN), Federal Ministry of Environment (FMEnv.), the Lagos Energy Academy (LEA), and Nigeria Solar Capital Partners (private sector). The project, planned for 5 years, started on 28 June 2016 and is expected to close on 28 June 2021.

Between March and April, 2019, a mid-term review (MTR) of the project was conducted. One of the key recommendations of the MTR was that the project strategy be reassessed to determine if it should remain focused on utility-scale solar PV or rather reoriented towards, a) rooftop PV b) embedded generation and c) interconnected mini grid. Following stakeholders' consultations and the conduction of a Strategic Project Revision in November 2019, the project strategy was revised to interconnected mini grid. The redesigned components are:

- 1) Component 1: Design and Develop an Interconnected mini grid NAMA for supported by DREI analysis. Expected Outcome: A coherent derisking approach established for catalyzing private sector investment to implement interconnected mini grids.
- 2) Component 2: Policy and Institutional Framework for Private Investment in On-Grid renewable Power Generation. Expected Outcome: Public Instruments developed and Implemented for derisking the National Policy Environment for Mini Grids Developers.
- 3) Component 3: 15 Interconnected Mini Grids Implemented. Expected Outcome: The Nigerian Power Sector Renewable Energy (RE) NAMA is operationalized demonstrating a proof-of-concept 15 grid-connected interconnected solar PV mini grids.

COVID-19 was confirmed to have reached Nigeria on March, 2020. As of April 19, 2021, Nigeria has confirmed 164,233 positive cases, 7,840 active cases, 154,332 discharged cases and 2,061 deaths. The Nigeria Centre for Disease Control (NCDC) implemented public health emergency measures including lockdowns, physical distancing, travel restrictions, and phases of lockdown measures based on the observed trends in the cases of COVID-19. There has been recently some alleviation of lockdown measures with restaurants, gymnasiums and places of worship reopened at 50% capacity, and members of the public permitted to congregate in groups of 50 people. The flights are now open but with limited capacity and a mandatory quarantine is imposed to incoming travelers.

3. 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 TE also aims to learn from the project's experiences in developing policies and regulations conducive to private sector investment, to explore the benefits of on-grid renewable energy and interconnected mini-grids for improving energy access in the country and to aid the overall enhancement of the UNDP programming.

DUTIES AND RESPONSIBILITIES

4. 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. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to Energy Commission of Nigeria, Federal Ministry of Environment, Federal Ministry of Power, Federal Ministry of Finance, Budget and National Planning, Nigeria Electricity Regulation Commission, Nigerian Bulk Electricity Trading, Transmission Company of Nigeria, Federal Competitive and Consumer Protection Council, Ministry of Women and National Planning, Rural Electrification Agency and National Orientation Agency; executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. The TE team is expected to conduct all these consultations remotely or in Abuja.

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 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 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.

Depending on the COVID-19 situation, 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 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. The 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 supported in the field if it is safe for them to operate and travel. No stakeholder, consultants or UNDP staff 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, and stakeholders and if such a mission is possible within the TE schedule. Equally, qualified and independent national consultant can be hired to undertake the TE and interviews in country as long as it is safe to do so.

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.

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-financed Projects ([Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects](#))

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

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

Findings

iv. 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

v. 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

vi. 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

vii. 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 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 in the ToR Annex.

6. Expected Outputs and Deliverables

The TE **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: **(01 June, 2021)**
- Presentation: TE team presents initial findings to project management and the Commissioning Unit at the end of the TE mission. Approximate due date: **(14 June, 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: *(25 June, 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: *(30 June, 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.⁸

7. TE Arrangements

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

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.

8. Duration of the Work

The total duration of the TE will be approximately *25 working days* over a time period of *(10 weeks)* starting *(24 May, 2021)* and shall not exceed five months from when the TE team is hired. The tentative TE timeframe is as follows:

- *12 May, 2021*: Application closes
- *19 May, 2021*: Selection of TE Team
- *24 May, 2021*: Prep the TE team (handover of project documents)
- *27 May, 2021*: 3 days (recommended 2-4): Document review and preparing TE Inception Report
- *01 June 2021*: 2 days: Finalization and Validation of TE Inception Report- latest start of TE mission
- *03 June, 2021*: 7 days (r: 7-15): TE mission: stakeholder meetings, interviews, field visits
- *14 June, 2021*: 1 day : Mission wrap-up meeting & presentation of initial findings- earliest end of TE mission
- *15 June, 2021*: 8 days (r: 5-10): Preparation of draft TE report
- *25 June, 2021*: Circulation of draft TE report for comments
- *30 June, 2021*: 1 day (r: 1-2): Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
- *01 July, 2021*: Preparation & Issue of Management Response
- *05 July 2021*: (optional) Concluding Stakeholder Workshop
- *06 July, 2021*: Expected date of full TE completion

The expected date start date of contract is 20 May, 2021.

9. Duty Station

⁸ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

Identify the consultant's duty station/location for the contract duration, mentioning ALL possible locations of field works/duty travel in pursuit of other relevant activities, specially where traveling to locations at security Phase I or above will be required.

The international consultant will be home-based. The national consultant will be based in Abuja, Nigeria.

Travel:

- Given the COVID-19 outbreak, UNDP management have made it clear that the health and safety of staff and consultant is top priority. Therefore, all work under this assignment should be conducted remotely.
- In case of travel, 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

10. TE Team Composition and Required Qualifications

A team of *two independent evaluators* will conduct the TE – *one International Consultant, the team leader (with experience and exposure to projects and evaluations in other regions) who will be home-based for the entire duration of the assignment, and one National Consultant, the team expert.*

The team leader will *have the overall responsibility for the conduction of the evaluation exercise as well as quality and timely submission of reports (inception, draft final, **audit trial**, etc). The team leader will be accountable to UNDP for the delivery results on this assignment.* The team expert will assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, develop communication with stakeholders who will be interviewed, and work with the Project Team in developing the TE workplan and itinerary, etc.

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

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

Education

- Master's degree in Environmental Science, Project Management, Energy studies 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- Mitigation*;

- Experience in evaluating projects;
- Experience working in *Nigeria*;
- Experience in relevant technical areas for at least *10 years*;
- Demonstrated understanding of issues related to gender and *Climate Change – Mitigation*; 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

Language

- Fluency in written and spoken English.

11. 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.

12. 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.

APPLICATION PROCESS

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

13. 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.

14. Recommended Presentation of Proposal

- a) **Letter of Confirmation of Interest and Availability** using the [template](#) provided by UNDP;
- b) **CV** and a **Personal History Form** ([P11 form](#));
- 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 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](#). 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 by email at the following address ONLY: mujiwa.odele@undp.org by (4.00 pm, Wednesday, 12th May, 2021). Incomplete applications will be excluded from further consideration.

15. 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.

16. Annexes to the TE ToR

Suggested ToR annexes include:

- 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 and TE Ratings Table
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail template

Annexes to Terminal Evaluation Terms of Reference

[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.

- 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 and TE Ratings Table
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail template

ToR Annex A: Project Logical/Results Framework (revised logical framework matrix during 2019 Project Strategy Review)

The below logframe is the revised one from Project Strategy Review (PSR) report; Please see original logical framework in project document.

Country Programme Outcome Indicators: Renewable energy policy and strategy available and implemented; Number of people accessing renewable energy.					
Country Programme Outcome Indicators: Renewable energy policy and strategy available and implemented; Number of people accessing renewable energy.					
Primary applicable Key Environment and Sustainable Development Key Result Area: Catalyzing environmental finance.					
Applicable GEF Focal Area Objective: GEF-5 FA Objective: #3 (CCM-3): "Promote Investment in Renewable Energy Technologies"					
Objective/ Outcomes	Indicators	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
Objective: The objective of the project is to support the Federal Government of Nigeria (FGN) in the development and	- A NAMA developed for the Nigerian power sector (NPS) focus on interconnected minigrids - Quantity of interconnected	- No NAMA for the energy sector - No MRV system for monitoring GHG emission reductions in the energy	- A NAMA developed for the NPS focused on interconnected minigrids and submitted for registration with the	- Project reports (Quarterly, Annual, PIR, MTE, TE) - Minutes of PSC - UNFCCC NAMA Registry	- - The Government of Nigeria maintains its commitment to its voluntary GHG abatement initiatives

implementation of a NAMA in the energy sector, namely a renewable energy NAMA for the Nigerian Power Sector.	minigrids operational - Quantity of direct GHG emissions resulting from the baseline projects and power sector NAMA (tCO ₂ /year)	sector - No interconnected minigrid operational (first expected to become operation in December 2019).	UNFCCC NAMA Registry - 15 minigrids operational with an average installed generation capacity of 100 kW in Nigeria - A total of 420,000 tCO ₂ e, between 2020 and 2040 (20 years)	- Power sector GHG inventory report (National Inventory Reports) - Information from Renewable Energy/Minigr id association - MRV mechanism or technology-specific MRV mechanisms	through NAMAs, especially in the energy sector - Detailed sectoral inventory is established and operational - MRV mechanism(s) developed Implementation barriers (regulatory, financial, technical, technological) have been reduced or overcome
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Outcome 1: A coherent derisking approach is established for catalysing private sector investment to implement	- Number of policy and financial derisking instruments designed using DREI analysis and implemented	- No methodology is used to quantify risks that hinder investments in RE, and to develop policy and financial	- At least 3 policy and financial derisking instruments have been assessed using DREI analysis based on work	- Project reports (Quarterly, Annual, PIR, MTE, TE) - Minutes of PSC - DREI reports - Report on the design and	- GoN supports the facilitation of private-sector investment in the energy sector -
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renewable energy power sector NAMA.	<ul style="list-style-type: none"> - Number of national guidelines - Standardised baseline for calculating GHG emission reduction for on-grid RE 	<ul style="list-style-type: none"> derisking instruments to promote large-scale private investments. - Social and environmental safeguards for RE projects do not meet international standards - No baseline exists to calculate emission reductions for grid connected RE - No technology action plans RE projects 	<ul style="list-style-type: none"> initiated in the development of the project document. - 3 TAPs developed by the end of Year 3 - An MRV mechanism is developed for the power sector, including a standardized baseline for national grid developed in Year 1 and updated on a yearly basis 	<ul style="list-style-type: none"> operationalisation of environmental and social safeguard guidelines - Standardised baseline for national electricity system - Report on the MRV mechanism - 3 NAMA technology action plans 	
Outcome 2: Public instruments are developed and implemented for derisking the national policy environment.	<ul style="list-style-type: none"> - Number of public instruments developed and implemented (e.g. trainings delivered to IPPs, RE resources assessments, environmental and social safeguard guidelines, RE 	<ul style="list-style-type: none"> - Limited availability of local capital because of the risk perception of the financial sector - No GIS-based tool to provide the practicable RE potential is available - Limited capacity in 	<ul style="list-style-type: none"> - A study on domestic financial sector reform to unlock low-cost local capital for green investment is carried out - A GIS based tool is developed to identify 	<ul style="list-style-type: none"> - Project reports (Quarterly, Annual, PIR, MTE, TE) - Report on financial sector reform - GIS-based resource assessment tool - Lessons-learned report - 	<ul style="list-style-type: none"> - GoN maintains its commitment to monitor, report and verify its voluntary NAMA initiatives - Beneficiary institutions have the human and institutional capacity and

	IPPs benefiting from trainings) - Investments in on-grid utility scale RE projects -	public and private institutions to plan, implement, monitor and evaluate RE projects - Lack of internationally-benchmarked social and environmental safeguards	practicable RE (PV, wind and biomass) sites in Nigeria - A set of social and environmental safeguard guidelines is developed for all utility-scale RE by the end of Year 1 based on international standards - The LEA are capacitated to deliver RE trainings to IPPs, undergraduate students, and public institutions on a cost-recovery basis - A lessons learned report is developed to captured best practices for dissemination (Year 5)		willingness to collaborate
Outcome 3: The	- Emission	- No	- 15 minigrids	- Project reports	- International

NAMA for interconnected minigrids is operational by demonstrating 15 solar PV interconnected minigrids	reductions from solar PV interconnected minigrids - Number of households and industry benefitting from electricity generated by PV plants (clients serviced) - Number of domestic banks trained in appraisal and selection process of interconnected minigrid investments	interconnected minigrid established - No MRV system for interconnected minigrids NAMA - Limited knowledge with domestic banks to appraise and select debt finance of interconnected minigrids.	established with equity support and debt finance provided by international or domestic lenders; - 1 or more domestic banks experienced with appraising and selection of debt finance of interconnected minigrid projects.	(Annual, PIR, MTE, TE) and minutes of PSC - Information provided by minigrid developers	lenders remain interested in providing funding to interconnected minigrids and remain interested in providing knowledge and expertise on appraising and selecting solid interconnected minigrids; - Domestic lenders remain interested in providing funding to interconnected minigrids; Standardised baseline for national grid has been developed - National MRV system is in place
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ToR Annex B: Project Information Package to be reviewed by TE team

#	Item (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request

5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Inception Workshop Report
7	Mid-Term Review report and management response to MTR recommendations
8	All Project Implementation Reports (PIRs)
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
10	Oversight mission reports
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
16	Audit reports
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
18	Sample of project communications materials
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
21	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)
23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
24	UNDP Country Programme Document (CPD)
25	List/map of project sites, highlighting suggested visits
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes
28	Project Strategy Revision (November 2019)
	<i>Add documents, as required</i>

ToR Annex C: Content of the TE report

v. 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

vi. Acknowledgements

vii. Table of Contents

viii. Acronyms and Abbreviations

7. 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

8. 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

9. 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

10. Findings

(in addition to a descriptive assessment, all criteria marked with (*) must be given a rating⁹)

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
- Linkages between project and other interventions within the sector

4.3 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 incl. Social and Environmental Standards (Safeguards)

4.4 Project Results

- Progress towards objective and expected outcomes (*)
- Relevance (*)

⁹ See ToR Annex F for rating scales.

- Effectiveness (*)
 - Efficiency (*)
 - Overall Outcome (*)
 - Country ownership
 - Gender
 - Other Cross-cutting Issues
 - 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 Role / Replication Effect
 - Progress to Impact
11. Main Findings, Conclusions, Recommendations & Lessons
- Main Findings
 - Conclusions
 - Recommendations
 - Lessons Learned
12. Annexes
- TE ToR (excluding ToR annexes)
 - TE Mission itinerary
 - List of persons interviewed
 - List of documents reviewed
 - Summary of field visits
 - 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

ToR Annex D: Evaluation Criteria Matrix template

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities at the local, regional and national level?			
<i>(include evaluative questions)</i>	<i>(i.e. relationships established, level of coherence between project design and implementation approach,</i>	<i>(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data</i>	<i>(i.e. document analysis, data analysis, interviews with</i>

	<i>specific activities conducted, quality of risk mitigation strategies, etc.)</i>	<i>collected throughout the TE mission, etc.)</i>	<i>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?			
<i>(Expand the table to include questions for all criteria being assessed: Monitoring & Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)</i>			

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

Evaluators/Consultants:

10. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
11. 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.
12. 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.
13. 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.
14. 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.
15. 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.
16. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
17. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
18. 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: _____

ToR Annex F: TE Rating Scales & Evaluation Ratings Table

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>

Evaluation Ratings Table	
Monitoring & Evaluation (M&E)	Rating ¹⁰
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

¹⁰ Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

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: _____

ToR Annex H: TE Audit Trail

The following is a template for the TE Team to show how the received comments on the draft TE report have (or have not) been incorporated into the final TE report. This Audit Trail should be listed as an annex in the final TE report but not attached to the report file.

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

