

**TERMS OF REFERENCE**

**Terminal Evaluation of Bhutan Sustainable Low-emission Urban Transport Systems Project**

**Project Title:** Bhutan Sustainable Low-emission Urban Transport Systems (SLEUTS) Project

**Functional Title:** International Consultant for Terminal Evaluation

**Duration:** Estimated 25 days (per consultant) over a period of May-June 2022, including

field mission to Thimphu, Paro, Punakha,Wangdue, Haa and Chukha

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 full-sized project titled Bhutan Sustainable Low-emission Urban Transport Systems project (EV) (PIMS 5563) implemented through the Ministry of Information and Communications. The project started on 28 September 2018 and is in its final 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> ).

1. **PROJECT BACKGROUND AND CONTEXT**

Between 2000 and 2015, the number of Bhutanese living in urban areas has doubled from around 150,000 in 2000 up to 300,000 in 2015. The population in the capital city of Thimphu has expanded even faster: in 2000, roughly 43,479 people lived in Thimphu compared to approximately 122,242 people today. It is expected that Thimphu will further double its population by 2040. An increase in the urban population results in larger city areas which in turn increases the demand for urban mobility, for instance, due to workers' commutes, and leads to increases in private motorized transport.

As a result, Bhutan is facing an alarming growth rate of private vehicles. Keeping aside the vehicle import restriction period from 2012 until July 2014, the numbers of light vehicles including taxies were increasing on a Compounded Annual Growth Rate {CAGR} of 11.5% per annum tripling from slightly less than 25,000 in 2000, to over 75,000 in 2015 and reaching up to 89,300 in August 2017.

Consequently, Bhutan, especially the capital Thimphu, is facing some of the typical problems associated with traffic growth, i.e. growing distances traveled, traffic congestion, local air pollution, negative impact on health, decreasing road safety, social exclusion and inefficient land use. Further, since the transport sector is entirely reliant on imported fossil fuel, the rapid increase of private internal combustion engine {ICE} vehicles results in increasing fossil fuel imports.

The objective of the project is to facilitate low-carbon transition in Bhutan’s urban transport sector by promoting wider uptake of low emission vehicles (LEVs), in particular electric vehicles (EVs), as the preferred fuel source for transport in Bhutan.

Component 1 “Policy support for low-emission transport” will remove policy and regulatory barriers hampering growth of LEV market. Component 2 “Awareness and capacity development” aims at addressing awareness, misperception and capacity gaps and constraints regarding LEVs among wide range of transport market stakeholders. Component 3 “Investment in low-emission transport systems and support services” will tackle barriers related to affordability of and access to finance for LEVs, as well as investment in electric vehicle supply equipment (EVSE).

The project will, in partnership with local financial institutions and regulators, design and implement an innovative financial support mechanism and financial product for EVs. It will also support expansion of the charging infrastructure network and the establishment of a viable business model to ensure its sustainability, reliability and further growth. The ambition and the expected scale of market transformation is to ensure that, by the end of this 3-year long project, the fleet of EVs (taxis) in Bhutan to increase 4-fold, i.e. from 99 vehicles today up to 399 by the project end.

The project faced significant challenges from the COVID-19 pandemic and evolving landscape of electric vehicle technology. There has been a significant delay in the delivery of electric vehicles due to supply chain disruption following the COVID-19 Pandemic. As a result, the project has been extended by a year until the 28th of September 2022 to achieve its objectives.

**PROJECT SUMMARY TABLE:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Project title: Bhutan Sustainable Low-emission Urban Transport Systems | | | | |
| Country: Bhutan | Implementing Partner: Ministry of Information and Communications | | | Management Arrangements:  National Implementation Modality {NIM} |
| UNDP Social and Environmental Screening Category:  Moderate | | | UNDP Gender Marker:  GEN2: Gender equality as a significant objective | |
| Atlas Project ID/Award ID number: 00094488 | | | Atlas Output ID/Project ID number: 00098606 | |
| UNDP-GEF PIMS ID number: 5563 | | | GEF ID number: 9367 | |
| Planned start date: September 2018 | | | Planned end date: September 2022 | |
| LPAC date: 4 January 2018 | | | | |
| FINANCING PLAN | | | | |
| GEF Funds | | USD 2,639,726 | | |
| (1) Total Budget administered by UNDP | | USD 2,639,726 | | |
| PARALLEL CO-FINANCING {*all other co-financing that is not cash co-financing administered by UNDP)* | | | | |
| Government | | USD 10,318,000 | | |
| (2) Total co-financing | | USD 10,318,000 | | |
| (3) Grand-Total Project Financing (1) +(2) | | USD 12,957,726 | | |

1. **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 is part of UNDP Bhutan Country Office Evaluation Plan (2019-2023).

Detailed objectives of the terminal evaluation are as follows:

* Assess to what extent the SLEUTS Project has contributed to address the needs and problems identified during programme design, i.e. to remove barriers to low-carbon transition in the Bhutan’s urban transport sector and in the wider uptake of low emission vehicles (LEVs);
* Assess how effectively the project has achieved its stated development objective or purpose;
* Measure how efficiently the outcomes were realized, and outputs delivered in attaining the development objective/purpose of the project;
* Assess both negative and positive factors that have hampered and facilitated, respectively the progress in achieving the project outcomes, including external factors/environment, weakness in design, management and resource allocation;
* Assess the extent to which the application of the rights-based approach and gender mainstreaming are integrated within the planning and implementation of the project;
* Identify and document substantive lessons learned, good practices and also opportunities for scaling up in future;
* Provide forward-looking programmatic recommendations for the project and the relevant portfolio of UNDP

The evaluation will focus on six key evaluation criteria: relevance, efficiency, effectiveness, potential impact, sustainability, and coherence. The evaluation should provide credible, useful, evidence-based information which enables timely incorporation of its findings, recommendations and lessons into decision making processes of UNDP and key stakeholders. It will also assess the potential of the next phase of the project. The evaluation will cover the time span from September 28, 2018 (the beginning of the project) to date.

The primary users of the evaluation results will be UNDP and GEF, but the evaluation results will equally be useful to the relevant ministries of the Government of Bhutan, development partners and donors. The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

1. **TE APPROACH & METHODOLOGY**

The TE report must provide evidence-based information that is credible, reliable and useful. All relevant evidentiary documents must be presented/provided to the TE evaluators to confirm the reported results of the project’s baseline/co-financed and incremental activities, delivery of agreed component outputs and levels of achievement of the end-of-project targets of the objectively verifiable indicators that are set out in the project results framework (log frame). It is important to also provide explanations/justifications of the attribution of any indirect results (e.g., energy savings, GHG emission reductions, etc.) of parallel/associated activities of the project. In this regard, the TE Team must state in the TE report if the team has checked, evaluated, verified and confirmed all the evidentiary documents during the terminal evaluation and provide comments regarding, and where necessary, pertinent recommendations to improve, the credibility, reliability and usefulness of such documents.

The Project Management Office/Unit and the commissioning UNDP country office must provide all the relevant sources of information that the TE Team must review 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 shall review all of these sources of information, including 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 evaluation will adopt mix methods of qualitative and quantitative approach in data collection and analysis, including key informant interviews (KII) and focus group discussions (FDG) in project’s intervention sites. Collected data and information will be triangulated by multiple data sources and evidence.

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 Gross national Happiness Commission, UNDP, Prime Minister’s Office, Ministry of Information and Communication, Ministry of Labour and Human Resources, Ministry of Finance, National Land Commission, Road Safety and Transport Authority, Department of Renewable Energy, Bhutan Power Corporation, Royal Monetary Authority and Financial institutions, Thimphu Thromde, Bhutan Taxi Association and beneficiaries, Car dealers, 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.

If the situation allows, the Consultants are expected to conduct field missions to Thimphu, Paro, Punakha, Haa, Chukha and Wangdue, including the following project sites (Changlimethang, Farmers Market, Jigme Namgyel, Lungtenzampa, Paro town, Khuruthang, Bajo). Key Informant Interviews and Focus Group Discussions are expected for the collection of data and information from local stakeholders at the project sites, including project beneficiaries and local administrations.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country has been restricted since March 2020 and travel in the country is also restricted with mandatory two weeks of quarantine. The team is expected to collect data in the field as mentioned above, if situation allows. But 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 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. In particular, data collection should consider the COVID-19 situation in the country at the time of evaluation. In case part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. No stakeholders, consultants or UNDP staff should be put in harm’s way and safety is the key priority.

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

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

Evaluation Criteria Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology) and KII checklist need to be developed as part of the TE Inception Report. Refer to Annex D of this ToR for the evaluation criteria matrix template.

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.

**GENDER AND HUMAN RIGHTS-BASED APPROACH**

Gender and Human Rights-based Approach Gender analysis must also be incorporated in the terminal evaluation to measure how gender aspects have been incorporated in the project design/implementation and to what extent the project contributes to the promotion of gender equality and empowerment in the project areas, which are geographically isolated in the country. Interviews must cover and focus on female beneficiaries to see the impact of the projects on their livelihood and socio-economic status. The consultant team is also expected to develop a detailed methodology on gender analysis and incorporate it in the inception report. In addition, the methodology used in the terminal evaluation, including data collection and analysis methods should be human rights and gender-sensitive to the greatest extent possible, with evaluation data and findings disaggregated by sex, ethnicity, age, etc. Detailed analysis on disaggregated data will be undertaken as part of terminal evaluation from which findings are consolidated to make recommendations and identify lessons learned for the enhanced gender-responsive and rights-based approach of the project. These evaluation approaches and methodology should consider different groups of beneficiaries in the project intervention, including women, minorities, vulnerable groups, and people in hard-to-reach areas. The evaluators are requested to review UNEG’s Guidance in Integrating Human Rights and Gender Equality in Evaluation during the inception phase.

1. **DETAILED SCOPE OF THE TE**

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

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

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

Findings

1. Project Design/Formulation

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

Evaluate whether the project design (e.g., approach, activities and outputs) was adequate/sufficient and appropriate to achieve the project objective and outcomes that were set out in the project results framework.

1. Project Implementation

* Adaptive management (approved changes to the project design and project outputs during implementation), whether such changes were adequately and properly implemented, and impacts/results of the implemented changes)
* Actual stakeholder participation and partnership arrangements (in addition, also cite issues/challenges encountered, impacts of such issues/challenges on project implementation and results; and the resolution of these)
* Project Finance and Co-finance (evaluate actual project financing, actual realization of committed co-financing, and any leveraged financing – provide evidentiary documents to support the evaluation)
* 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

Evaluate whether the actual project implementation did or did not facilitate the provision of the necessary resource inputs for the implementation of project activities and the delivery all the required project outputs.

1. Project Results

* Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
* Evaluate the following: (a) whether all the approved project outputs were delivered. These include outputs in the original project design and other approved outputs that were included based on adaptive management; (b) how these outputs contributed to the achievement of the end-of-project targets of the project; and (c) actual resource inputs that were utilized to deliver each output.
* Evaluate the results of the project activities (i.e., GEF-funded and baseline/co-financed activities that were carried out by project partners) that are contributing towards the end-of-project target of the objective indicator and each outcome indicator. This may also include monitored results from indirect activities that were facilitated, enabled or influenced by the Bhutan SLEUTS Project’s activities. The relevant evidentiary documents on these activities must be evaluated to verify and confirm potential attribution of the results to the Bhutan SLEUTS Project.
* Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*) - For “effectiveness”, evaluate to what extent the barriers that the project is designed to remove were actually removed.
* Sustainability: financial (\*) , socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*) – For overall likelihood of sustainability, evaluate whether the removed barriers will recur or not, and suggest ways of ensuring that the removed barriers will not recur.
* 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

One important issue that must be considered in the reported results that are contributing to the achievement of the project targets is their attribution to the Bhutan SLEUTS Project. Make sure that all declared results are attributable to the Project. Where necessary, explain the attribution or non-attribution.

**Project finance / co-finance**

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data need to be well analysed, including annual expenditures. Variances between planned and actual expenditures need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sources of Co-financing** | **Name of Co-financier** | **Type of Co-financing** | **Investment Mobilized** | **Amount (USD)** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| **Total Co-financing** |  |  |  |  |

1. Main Findings, Conclusions, Recommendations and Lessons Learned

* The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data, and evidentiary documents. One important issue that must be considered in the reported results that are contributing to the achievement of the project targets is their attribution to the Bhutan SLEUTS Project. Make sure that all declared results are attributable to the Project. Where necessary, explain the attribution or non-attribution.
* 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.
* Since the Bhutan SLEUTS Project strategy is barrier removal, one of the main conclusions of the TE must be on the extent of barrier removal that the Project has achieved. Explain in detail (based on the project results) for each project component of the barrier(s) is/are removed, and to what extent the barrier removal was achieved.
* Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
* The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
* It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

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

**ToR Table 2: Evaluation Ratings Table for Bhutan Sustainable Low-emission Urban Transport Systems project**

|  |  |
| --- | --- |
| Monitoring & Evaluation (M&E) | Rating[[1]](#footnote-2) |
| 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 |  |

1. **TIMEFRAME**

The total duration of the TE will be 25 working days over a time period of 2-3 months starting on (03/05/2022*)*. In case if stakeholder interviews are done virtually, the timeframe may be revised. It shall be detailed in the inception report. The tentative TE timeframe is as follows:

|  |  |
| --- | --- |
| Timeframe | Activity |
| *(22/04/2022)* | Application closes |
| *(25/04/2022)* | Selection of TE consultants (individually not as team) |
| *(28/04/2022)* | Preparation period for TE team (handover of documentation) |
| *(03-04/05/2022) 2 days* | Document review and preparation of TE Inception Report |
| *(09-11/05/2022) 3 days* | Finalization and Validation of TE Inception Report; latest start of TE mission |
| *(14-24/05/2022) 10 days* | TE mission: stakeholder meetings, interviews, field visits, etc. |
| *(25/05/2022) I day* | Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission |
| *(01-06/06/2022) 6 days)* | Preparation of draft TE report |
| *(07/06/2022)* | Circulation of draft TE report for comments |
| *(22-24/06/2022) 3 days* | Incorporation of comments on draft TE report into Audit Trail & finalization of TE report |
| *(27/06/2022)* | Preparation and Issuance of Management Response |
| *(TBD)* | Concluding Stakeholder Workshop (optional) |
| *(08/07/2022)* | Expected date of full TE completion |

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

1. **TE DELIVERABLES**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| # | Deliverable | Description | Timing | Responsibilities |
| 1 | TE Inception Report | TE team clarifies objectives, methodology and timing of the TE | No later than 2 weeks before the TE mission: *(by 11/05/2022)* | TE team submits Inception Report to Commissioning Unit and project management |
| 2 | Presentation | Initial Findings | End of TE mission: *(by 25/05/2022)* | TE team presents to Commissioning Unit and project management |
| 3 | Draft TE Report | Full draft report *(using guidelines on report content in ToR Annex C)* with annexes | Within 3 weeks of end of TE mission: *(by 07/06/2022)* | TE team submits to Commissioning Unit; reviewed by BPPS-GEF RTA, Project Coordinating Unit, GEF OFP |
| 5 | Final TE Report\* + Audit Trail | Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report *(See template in ToR Annex H)* | Within 1 week of receiving comments on draft report: *(by 24/06/2022)* | TE team submits both documents to the Commissioning Unit |

\*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO’s quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.[[2]](#footnote-3)

1. **TE ARRANGEMENTS**

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

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

1. **TE TEAM COMPOSITION**

A team of two independent evaluators will conduct the TE – one international team leader (with experience and exposure to projects and evaluations in other regions) and one national team expert from Bhutan. Recruitment will be done individually. The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. An international consultant will be designated as the team leader and will be responsible for overall evaluation process, including evaluation design and reporting. A national consultant will be designated as a team expert and responsible for conduct of evaluation, particularly data collection in the country.

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.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country has been restricted. Due to international travel restrictions, an international consultant (team leader) is expected to conduct evaluation remotely, while a national consultant shall take the lead in on-site data collection, including KIIs and FGDs as well as verification of the results in the project’s intervention sites in case of travel restriction being relaxed. Division of roles will be clearly defined before the conduct of the TE and discussed and finalized during the inception phase in consultation with UNDP and relevant stakeholders. The Team members must present the following qualifications. Any individual who has had prior involvement in design, implementation, or Mid-term Review (MTR) of SLEUTS Project or those who have been directly or indirectly related to the SLEUTS Project are not eligible for this consultancy due to conflict of interests.

**A. International Lead Consultant**

Education

* Master’s degree in engineering (preferably transport engineering or mechanical engineering) environmental science, renewable energy, environmental engineering, transport planning, climate change or other closely related fields;

Experience

* Minimum 7 years of relevant professional experience of project evaluation, particularly GEF financed project evaluations, with proven knowledge of evaluation methodologies;
* Previous experiences in project design/implementation/ evaluation in relevant thematic areas (i.e. renewable energy, low emission transport, environmental science, environmental engineering;
* Experience of working in Asia especially South Asian countries having technical knowledge in the targeted focal area(s) is an advantage;
* Demonstrated understanding of issues related to climate change & sustainable transport; experience in gender-sensitive evaluation and analysis ;
* Excellent communication skills;
* Demonstrable analytical skills;
* *Experience with implementing evaluations remotely will be considered an asset.*
* No involvement in design, implementation, or Mid-term Review (MTR) of Bhutan SLEUTS Project
* Fluency in written and spoken English.

**Responsibilities:**

* Conduct document review and data gathering;
* Design and develop appropriate, detailed evaluation methodologies for TE;
* Lead the TE Team in planning, conducting, and reporting on the evaluation remotely with clear division of labour within the Team, ensuring timeliness of reports;
* Lead drafting and finalization of the Inception Report for the Terminal Evaluation;
* Use of best practice methodologies in conducting evaluation;
* Lead presentation of the draft evaluation findings and recommendations remotely;
* Organize the de-briefing to the UNDP Bhutan Country Office, Project Management Team and Evaluation Reference Group;
* Lead the drafting and finalization of the Terminal Evaluation Report

1. **DUTY STATION**

Travel:

* International travel **might** not be possible for the team leader given the current situation with the COVID-19 pandemic and travel restriction imposed by number of countries in the region and globally;
* In case of travel, the BSAFE course must be successfully completed prior to commencement of travel. Herewith is the link to access the training: <https://training.dss.un.org/course/category/6>;
* 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.

1. **EVALUATOR ETHICS**

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

1. **PAYMENT SCHEDULE**

* 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
* 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
* 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%:

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

In line with the UNDP’s financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the TE, that deliverable or service will not be paid. Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

1. **APPLICATION PROCESS[[3]](#footnote-4)**

Recommended Presentation of Proposal:

1. **Letter of Confirmation of Interest and Availability** using the [template](https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx)[[4]](#footnote-5) provided by UNDP;
2. **CV** or a **Personal History Form** ([P11 form](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)[[5]](#footnote-6));
3. **Technical proposal** - Brief description **of approach to work/work plan** 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)
4. **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc.), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_%20Individual%20Contract_Offerors%20Letter%20to%20UNDP%20Confirming%20Interest%20and%20Availability.docx&action=default). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to UNDP, Peling Lam, Kawajangsa, Thimphu, Bhutan in a sealed envelope indicating the following reference “Consultant for Terminal Evaluation of Bhutan Sustainable Low-emission Urban Transport Systems project” or by email at the following address ONLY: [procurement.bt@undp.org](mailto:procurement.bt@undp.org) by (**22 April, 2022, before 5.30 pm**). 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.

**Technical Criteria for Evaluation for International Consultant (Maximum 70 points):**

* Criteria-01: At least Master’s degree in environmental science, renewable energy, environmental engineering, transport planning, climate change or other closely related fields - Max Point 5;
* Criteria-02: Minimum 7 years of relevant professional experience of project evaluation, particularly GEF financed project evaluations, with proven knowledge of evaluation methodologies - Max Point 25;
* Criteria-03: Previous experiences in project design/implementation/ evaluation in relevant thematic areas (i.e. renewable energy, low emission transport, environmental science, environmental engineering -Max Point 25;
* Criteria-04: Experience of working in Asia especially South Asian countries having technical knowledge in the targeted focal area(s) is an advantage - Max Point 10;
* Criteria-05: Demonstrated understanding of issues related to gender and forestry & climate change; experience in gender-sensitive evaluation and analysis - Max Point 5.

**Financial Evaluation (Total 30 marks)**

Only technically qualified proposals will be considered for 30% financial evaluation. The maximum points (30) will be assigned to the lowest financial proposal. All other proposals received points according to the following formula: p = y (µ/z)

Where:

* p = points for the financial proposal being evaluated;
* y = maximum number of points for the financial proposal;
* µ = price of the lowest-priced proposal;
* z = price of the proposal being evaluated

1. **TOR ANNEXES**

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

**ToR Annex A: Project Logical/Results Framework**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| This project will contribute to the following Sustainable Development Goal (s): SDG 11 and SDG 13 | | | | | |
| This project will contribute to the following country outcome included in the UNDAF/Country Programme Document (CPD):  Outcome 1 “Sustainable and green economic growth that is equitable, inclusive, climate and disaster resilient and promotes poverty reduction, and employment opportunities particularly for vulnerable groups enhanced”  Relevant CPD Output 1.1 “Increased capacities for integrated natural resource management, climate change adaptation and mitigation capacities, and poverty- environment linkages”, Indicator “Number of ‘green’ industries, services and products promoted” | | | | | |
| This project will be linked to the following outputs of the (draft) UNDP Strategic Plan 2018-2021: Outcome 2 Accelerate structural transformations for sustainable development | | | | | |
|  | Objective and Outcome Indicators | Baseline21 | Mid-term Target22 | End of Project Target | Assumptions23 |
| Project Objective:  *To facilitate the initial stage of low-carbon*  *transition in the Bhutan’s urban transport systems as the preferred choice of*  *mobility in Bhutan* | [GEF CCM Tracking tool] Lifetime direct GHG emissions avoided as a result of project-facilitated increase in LEVs | N/a | 1,145 tCO2/year or  14,330 tCO2/ lifetime | 3,440 tCO2/year or  43,000 tCO2/ lifetime | Please refer to Technical Annex B: Feasibility study for complete list of assumptions used in GHG emission reduction analysis |
| [GEF CCM Tracking tool] Number of users of low emission vehicles  {including female} | N/a | 100,000 passengers per year for 100 EV taxis, including at least 50% {50,000} female | 300,000 passengers per year for 300 EV taxis, including at least 50%  {150,000} female | Modal share of taxi remains at the same level as in the baseline, e.g.  69% in Thimphu, as estimated by the Gender Assessment |
| [GEF CCM Tracking tool] Volume of investment mobilized and leveraged by the project for low-  emission vehicles, of which: | N/a | Private: 2,180,000$  {80% of 100 EVs} | Private: 6,545,000$  {80% of 300 EVs} | The commitment from Royal Government of |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | * public {mln US$} * private {mln US$}   [UNOP Strategic Plan 2018-2023, Output 2.5.1] "Amount of resources brokered by UNOP for investment in renewable energy and zero-carbon development" |  | Public: 2,700,000 $:  {cca Nu.180.00 million - value of tax incentives/import duty exemption for 100 EVs + at least 11 charging stations} | Public: 10,318,000$:  {Nu.540.00 million - value of tax incentives/import duty exemption for 300 EVs + 45 charging stations} | Bhutan continues to promote EVs |
| **Component/Outcome 1**  ***By the end of the project period required policy and regulatory environments are in place to support the***  ***promotion of low emissions transport systems*** | Status of national targets for introduction of LEV | There are no officially approved target for EVs in Bhutan | National target for LEV proposed and adopted, including appropriate technical and financial justification | National target for LEV adopted | There is a potential for uptake of EVs due to clean hydro power generation |
| Status of regulations enabling and incentivizing investment in LEV and support infrastructure | Package of fiscal incentive in place providing for exemption from VAT tax and import duties | At least 3 additional EV enabling regulations proposed | At least 3 additional EV enabling regulations proposed and adopted | The financial institutions support the proposed rules and regulations |
| Status of regulations addressing e-waste disposal and management issues | No regulations | Regulations addressing e-waste disposal developed and proposed for adoption | Regulations addressing e-waste disposal adopted and piloted | The regulations are adopted and implemented by regulating agencies |
|  | Number of public transport policy makers and transport staff and officials trained {including female} | N/a | 100 {50 female} | 100 {50 female} | There is enough interest among females to participate in the transport sector |
| **Component/ Outcome 2**  ***By the end of the project period institutions and***  ***consumers are fully aware*** | Status of coordination mechanism among public and donor agencies involved in low emissions transport | No coordination mechanism in place | Coordination mechanism in place | Coordination mechanism in place | Commitment, ability and sufficient power of authority of the lead governmental agency,  MOIC, to coordinate |
|  |  |  |  |  |  |
|  |  |  | 100 EVs + at least 11 charging stations} | exemption for 300 EVs + 45 charging stations} | relevant transport sector  stakeholders |
|  |  |  |  |  |  |
|  | Share of taxi drivers willing to  switch to EV | At least 25% of taxi drivers are willing to switch to EV car | At least 50% of taxi drivers are willing to switch to EV car | At least 75% of taxi  drivers are willing to switch to EV car | Baseline assumption is based on Gender Assessment |
|  | Number of taxi drivers {including | N/a | 200 {and all current women drivers - 35 female} | 1,000 {and all current women drivers - 35 female} | The training module are developed as per the requirement and taxi drivers are interested to avail the training program |
|  | female} benefitting from training |  |  |  |  |
|  | and information about technical, |  |  |  |  |
|  | safety and financial aspects of |  |  |  |  |
|  | LEV ownership |  |  |  |  |
| **Component/ Outcome 3**  **By the end of the project period necessary financial support/incentive**  **mechanisms are in place to increase investment in low emission transport systems and support services** | Number of new EV purchases enabled by the project  [12th FYP] Number of electric vehicles registered  [CPO draft 2.3.3] Zero or low emissions vehicles uptake | N/a | 100 | 300 | Provided incentives and enabling policy and regulatory framework are adequate and sufficient to stimulate the switch to EVs |
|  | Status of the financial support  mechanism to promote LEV  investment | N/a | Financial support  mechanism piloted  with GEF support | Financial support  mechanism is  operational on  sustainable basis with  the level of investment  support reflecting  changes in market  development {gradual  decrease} | The financial support mechanism is endorsed by regulatory authorities and it is attractive for taxi drivers to make a switch |
|  | Leveraged investment in EV and support infrastructure enabled | N/a | Private: 2,180,000$  {80% of 100 EVs}  Public: 2,700,000 $:  {cca Nu.180.00 million - value of tax incentives/import  duty exemption for | Private: 6,545,000$  {80% of 300 EVs}  Public: 10,300,000$:  {Nu.540.00 million - value of tax incentives/import duty | The taxi drivers are willing to meet the cost of EVs given its advantage over fossil based cars |
|  |  |  | 100 EVs + at least 11 charging stations} | exemption for 300 EVs + 45 charging stations} |  |

**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 | Reports on the results of subsumed baseline/co-financed activities (that are included in the project log frame) carried out by project partners. |
| 17 | Reports on the results of indirect activities that were facilitated, enabled or influenced by the Bhutan SLEUTS Project’s activities (e.g., capacity building activities, promotional campaigns, information dissemination, knowledge products dissemination, etc.). NOTE: Analyze evidentiary documents on these activities to verify and confirm potential attribution of the results to the Bhutan SLEUTS Project. |
| 18 | Audit reports |
| 19 | Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.) |
| 20 | Sample of project communications materials |
| 21 | Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants |
| 22 | 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 |
| 23 | 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) |
| 24 | List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results) |
| 25 | 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 |
| 26 | 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 |
|  | *Add documents, as required* |

**ToR Annex C: Content of the TE report**

1. Title page

* Tile 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

1. Acknowledgements
2. Table of Contents
3. Acronyms and Abbreviations
4. 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

1. 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

1. 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

1. Findings

(in addition to a descriptive assessment, all criteria marked with (\*) must be given a rating[[6]](#footnote-7))

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
  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
  1. Project Results
* Progress towards objective and expected outcomes (\*)
* Relevance (\*)
* Effectiveness (\*)
* Efficiency (\*)
* Overall Outcome (\*)
* Country ownership
* Gender
* Other Cross-cutting Issues
* Social and Environmental Standards
* 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

1. Main Findings, Conclusions, Recommendations & Lessons

* Main Findings
* Conclusions
* Recommendations
* Lessons Learned

1. 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**

*NOTE: Include COVID-19 specific questions, as needed.*

|  |  |  |  |
| --- | --- | --- | --- |
| **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? | | | |
| *(include evaluative questions)* | *(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)* | *(i.e. project documentation, national policies or strategies, websites, project staff, project partners, data collected throughout the TE mission, etc.)* | *(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)* |
|  |  |  |  |
|  |  |  |  |
| 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? | | | |
|  |  |  |  |
| *(Expand the table to include questions for all criteria being assessed: Monitoring & Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)* | | | |

**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: |
| 6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings  5 = Satisfactory (S): meets expectations and/or no or minor shortcomings  4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings  3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings  2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings  1 = Highly Unsatisfactory (HU): severe shortcomings  Unable to Assess (U/A): available information does not allow an assessment | 4 = Likely (L): negligible risks to sustainability  3 = Moderately Likely (ML): moderate risks to sustainability  2 = Moderately Unlikely (MU): significant risks to sustainability  1 = Unlikely (U): severe risks to sustainability  Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability |

**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** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
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|  |  |  |  |  |
|  |  |  |  |  |

1. Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U) [↑](#footnote-ref-2)
2. Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml> [↑](#footnote-ref-3)
3. Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://popp.undp.org/SitePages/POPPRoot.aspx> [↑](#footnote-ref-4)
4. <https://intranet.undp.org/unit/bom/pso/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx> [↑](#footnote-ref-5)
5. <http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc> [↑](#footnote-ref-6)
6. See ToR Annex F for rating scales. [↑](#footnote-ref-7)