

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

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

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 the **Promoting Utility Scale Power Generation from Wind Energy (PIMS 4726.)** implemented through the *Executing Agency: UNDP / Implementing Partner: Ministry of Energy and Mining*. The project started on *the Dec 4th, 2014* and is in its *6th* 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' [Guidance for Terminal Evaluations of UNDP-supported GEF-financed Projects](#).

2. PROJECT BACKGROUND AND CONTEXT

The project aims to support removal of barriers to the adoption of utility-scale wind energy tied to the national grid in Sudan. Wind energy has been identified as a priority mitigation technology by the Government of Sudan, and, although it is a mature technology globally, it has not yet been adopted in Sudan. A systems approach is proposed to integrate energy policy analysis within the broader developmental objectives of Sudan. The project will also establish regulatory frameworks for encouraging private investments in grid-connected wind energy. Sudan currently has plans to develop utility-scale wind farms in four regions: Dongola in the North, Nyala in the South, the Red Sea coastal region and Khartoum.

The project includes four components: the implementation of an initial wind farm; support to policy and regulatory development, particularly to encourage private sector participation; strengthening the support for wind technology in the country; and support an adaptive learning and replication plan. Support to the implementation of the first wind farm in Sudan, Dongola, will align the wind farm with international best practices. It will also create a case study for replication in later wind farms. The Dongola wind farm will be implemented in five phases over the lifetime of the UNDP-implemented, GEF-financed project. This phasing will allow lessons-learned in it to be applied in the later phases and, perhaps more importantly, will provide five years of continuous wind farm construction-commissioning-operation that will serve as a laboratory for training personnel and developing associated tools and guidelines. The opportunity to have such continuous exposure is very rare and will assist in transferring knowledge and experience to neighboring countries.

The project aims to help diversify Sudan's power sources and reduce its reliance on fossil fuels, particularly for future expansion and to reduce greenhouse gas (G H G). The project will therefore help increase Sudan's energy security and support its development. The project has been designed to play a catalytic role in this transformational scaling-up of wind energy, and renewable energies more broadly.

The project is aligned with UNDP Strategic Plan Primary Outcome “By 2021, people’s resilience to consequences of climate change, environmental stresses and natural hazards is enhanced through strengthened institutions, policies, plans and programmes” and the SDG7 :Ensure access to affordable, reliable, sustainable and modern energy for all” and SDG13 “Take urgent action to combat climate change and its impacts”

The project is in the North State 14 Km from Dongola City, the Capital of State. The coordinates are: (19°11'49.1"N 30°20'12.0"E).

The project was signed on the on the 4th of Dec. 2014 and originally planned to be closed in Dec 31, 2019. However, there are number of risk factors affected the timely implementation of the project and led to extension the project time frame to 30th of June 2021. The following are the most important:

Financial: The lack of necessary financial resource led to failure to establish the baseline project of 100 MW wind plant. The management response was to down scale the plan to 1 MW turbine for educational purposes and to support the technical capacity of the country in wind power generation.

Political: The overthrow of the military government which rule for 30 Years through a popular uprising and sit-in. The country wide demonstrations, during Dec. 2018 to July 2019, against political failure to stop wars and security deterioration beside the economic hardships. However, a political deal was reached by all parties and a new government organ were formed but still the decision-making processes are quite slow with frequent turnover of government officials.

Health: The COVID19 outbreak observed in Sudan in Mid-March 2020 and since then there are several measures taken by the Government of Sudan, UN Country Team (UNCT) to restrict movements, transportation to the states, lockdown, social distancing and safeguarding measures in place and remained in force till the date. The Sudan ports remained closed for domestic and international travels. Government facilities remained mostly closed with very essential staffs only working at the office. UNDP personnel are working remotely from home. The project had major impacts on carrying out its activities with the COVID-19 restrictions. For example, the shipment of wind turbine equipment from England was delayed from May 2020 to March 2021.

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 is also intended to draw lesson learnt from the project experiences in developing conducive policies and regulations to encourage private sector investment and to explore the benefits of IPP to enhance the access to energy in the country through tapping wind energy resources into the energy mix of the country.

4. 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 the following;

1. Ministry of Energy and Petroleum
2. General Directorate of Renewable and Alternative Energy
3. Higher Council for Environment & Natural Resources
4. Sudanese Electricity Distribution Company
5. Load Dispatch Center
6. Electricity holding Company
7. National Energy Research Centre
8. Ahliya University
9. University of Sudan for Science and Technology

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. Additionally, the TE team is expected to conduct field missions to (*North State*), including the following project sites – *Dongola City and Wind Turbine location*.

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.

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.

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

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 the project: Promoting Utility Scale Power Generation from Wind Energy (PIMS 4726.)

Monitoring & Evaluation (M&E)	Rating ¹
M&E design at entry	

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)

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	

6. TIMEFRAME

The total duration of the TE will be approximately (*average 25 working days*) over a time period of (*10 weeks*) starting on (*9 April 2021*). The tentative TE timeframe is as follows:

Timeframe	Activity
25/March. 2021	Application closes
6/April 2021)	Selection of TE team
(9/Aril/ 2021) 3 days	Preparation period for TE team (handover of documentation)
(14 April 2021) 3 days	Document review and preparation of TE Inception Report
(20 April 2021) 2 Days	Finalization and Validation of TE Inception Report; latest start of TE mission
(30 April 2021) 7 days	TE mission: stakeholder meetings, interviews, field visits, etc.
(3 May 2021) 1 day	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
(24 May 2021) 8 days	Preparation of draft TE report
(25 May 2021)	Circulation of draft TE report for comments
(27 May 2021) 1 day	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
28 May 2021	Preparation and Issuance of Management Response
30 May 2021	Concluding Stakeholder Workshop (Optional)
1 June 2021)	Expected date of full TE Completion

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

7. 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: (14 April 2021)	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: (3 May 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: (24 May 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: (1 st June 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

8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is (UNDP Sudan 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 interviews, and arrange field visits.

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

9. TE TEAM COMPOSITION

A team of two independent evaluators will conduct the TE – one team leader (with experience and exposure to projects and evaluations in other regions) and one team expert, usually from the country of the project. The team leader will (add details, as appropriate, e.g. be responsible for the overall design and writing of the TE report, etc.) The team expert will (add details, as appropriate, e.g. assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Team in developing the TE 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:

Education

- At least a Master's Degree in (*Wind Energy Power Generation Engineering*) 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 Focal Area (Climate Change - Mitigation);
- Experience in evaluating projects;
- Experience working in (*Arab States*);
- 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.
- *Arabic language is an asset.*

10. 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.

11. 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:

- 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.

12. APPLICATION PROCESS⁴

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

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:

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

template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to by email at the following address ONLY: *(insert email address)* by *(25th of March, 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.

13. 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
- ToR Annex H: TE Audit Trail

ToR Annex A: Project Logical/Results Framework

(Insert the project's results framework)

<p>This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD: The Government of Sudan has the institutional framework to develop and implement MDG-based, pro-poor, equitable and inclusive socio-economic and environmental policies and strategies.</p>
<p>Country Programme Outcome Indicators: Capacities of national and sub-national authorities and communities for effective environmental governance, natural and renewable resources management and climate change strengthened.</p>
<p>Primary applicable Key Environment and Sustainable Development Key Result Area:</p> <ol style="list-style-type: none"> 1. Mainstreaming environment and energy OR 2. Catalysing environmental finance OR 3. Promote climate change adaptation OR 4. Expanding access to environmental and energy services for the poor.
<p>Applicable GEF Focal Area Objective: GEF-5 FA Objective # 3 (CCM-3): “Promote Investment in Renewable Energy Technologies”.</p>

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
<p>Project Objective⁷</p> <p>To overcome barriers to the market development of utility-scale wind farms in Sudan.</p>	<ul style="list-style-type: none"> • Introduction of renewable energy policies and regulations. 	<ul style="list-style-type: none"> • Current Renewable energy master plan 	<ul style="list-style-type: none"> • put in place Sudan renewable energy policy, law and regulation 	<ul style="list-style-type: none"> • Project monitoring reports and final evaluation. 	<ul style="list-style-type: none"> • Delay in the approval and ratification of the renewable energy laws and regulations
	<ul style="list-style-type: none"> • Capacity of wind power installed 	<ul style="list-style-type: none"> • 0 MW 	<ul style="list-style-type: none"> • Installing 100 MW capacity in Dongla 	<ul style="list-style-type: none"> • Electrical power sector reports 	<ul style="list-style-type: none"> • The volatile economic situation in Sudan may delay implementation.
	<ul style="list-style-type: none"> • MWh of power generated by grid-connected wind energy. 	<ul style="list-style-type: none"> • 0 MWH 	<ul style="list-style-type: none"> • Generating of 300,917 MWh/year from wind energy. 	<ul style="list-style-type: none"> • Electricity generation reports 	<ul style="list-style-type: none"> • Shortages of funds, labour and skills which strain its human and material resources.

⁷Objective (Atlas output) monitored quarterly ERBM and annually in APR/PIR

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
Outcome 1⁸ Grid-connected power generation from wind farm introduced.	1.1 Megawatts of installed grid-connected wind power.	1.1 - No MW produced from WP.	1.1 - 100 MW of grid-connected wind power installed at Dongola wind farm.	1.1 - Project monitoring reports and final evaluation.	1.1 - As above.
	1.2 - Number of wind farms operating in Sudan.	1.2 - 0 wind farms	1.2 - Installing 4 wind farms (The Ministry of Water Resources and Electricity (MWRE) has a plan to build four wind farms).	1.2 - Progress reports on power plants installation.	1.2 - Lack of finance.
Outcome 2 Policy, institutional and regulatory framework adopted.	2.1 - Number of environmental and social guidelines developed for implementing wind farms.	2.1 - No, guideline existed	2.1 - Two guidelines for wind farm-specific EIA considerations (e.g. migrating birds, noise) and other hazards (e.g. civil and military aviation) developed.	2.1 - EIA studies and reports	2.1 - The assumption that the project will support conducting environmental studies including soaring bird's risks and mitigation measures.
	2.2 - Development of Standards Operating Procedures (SOPs) and	2.2 - No SOPs	2.2 - SOPs for wind power plant is developed	2.2 - Documents of SOPs and specifications	2.2 - Since the Dongola wind farms contract was already agreed upon, the developed SOPs and specifications can

⁸All outcomes monitored annually in the APR/PIR. It is highly recommended not to have more than 4 outcomes.

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
	technical specifications for establishment of wind farms.				only be applied for the other 3 wind farms
	2.3 - Development of a feed-in tariff (FiT) policy NAMA for wind power in Sudan	2.3 No feed-in tariff policy existed	2.3 - feed-in tariff policy NAMA for wind power in Sudan developed	2.3 - FiT policy document and NAMA project document and reports.	2.3 - The FiT NAMA project was developed and registered for support with NAMA domain.
	2.4 - Extent to which RE policies and regulations are adopted and enforced.	2.4 - A bill has been drafted for RE policies.	2.4 - policies and legislation for renewable energy are effectively adopted and enforced	2.4 - Project monitoring reports and final evaluation.	2.4 - Assuming that the proposed legal and regulatory improvements pass swiftly through the Government and Parliamentary approval process.
Outcome 3 The wind technology support and delivery system Strengthened.	3.1 - Number of individuals and organisations trained and capable of supporting activity in the Sudanese wind market.	3.1 - Preliminary wind measurements have been carried out as well as some feasibility assessments based on those measurements.	3.1.A - 100 engineers trained in wind technology (50 males & 50 females). 3.1.B - 5 institutions supported in wind technology.	3.1 - Project reports.	3.1 - Lack of interest while the market opportunity is not yet clear to participants (this risk is minimal).
	3.2 - Development of a reliable national wind atlas.	3.2 - MWRE has developed a wind atlas based on extrapolation of world data with high probability of inaccuracy.	3.2 - Wind atlas developed	3.2 - Wind maps and atlas	3.2 - Lack of reporting by market participants, making collection of data difficult.

	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
Outcome 4 Adaptive learning and replication plan supported.	4.1 - Quality Management System for Dongola wind farm is established.	4.1 - There is currently no plan for compiling and disseminating lessons-learned in wind power.	4.1 - Establishment of a quality management certification process (e.g. ISO 9001) for Dongola wind farm.	4.1 - Project reports. Obtaining the quality management certificate.	4.1 - The major risk is garnering interest by convincing individuals that there is a future for wind power in Sudan.
	4.2 - Number of educational tours conducted to wind farms in neighbouring countries	4.2 - Limited exchange of experiences with neighbouring countries with established wind farm like Egypt and Ethiopia.	4.2 - Ten study tours undertaken to wind plants in the neighboring countries (including 50% female and 50% male).	4.2 - Project reports and annual work plans.	4.2 - Lack of fund

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
	<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 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
 - 4.1 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

⁹ See ToR Annex F for rating scales.

- Risk Management, including Social and Environmental Standards (Safeguards)
- 4.2 Project Results and Impacts
- Progress towards objective and expected outcomes (*)
 - Relevance (*)
 - Effectiveness (*)
 - Efficiency (*)
 - Overall Outcome (*)
 - Sustainability: financial (*), socio-economic (*), institutional framework and governance (*), environmental (*), and overall likelihood (*)
 - Country ownership
 - Gender equality and women’s empowerment
 - Cross-cutting Issues
 - GEF Additionality
 - Catalytic/Replication Effect
 - Progress to Impact
5. Main Findings, Conclusions, Recommendations & Lessons
- Main Findings
 - Conclusions
 - Recommendations
 - Lessons Learned
6. Annexes
- TE ToR (excluding ToR annexes)
 - TE Mission itinerary, including summary of field visits
 - List of persons interviewed
 - List of documents reviewed
 - Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
 - Questionnaire used and summary of results
 - Co-financing tables (if not include in body of report)
 - TE Rating scales
 - Signed Evaluation Consultant Agreement form
 - Signed UNEG Code of Conduct form
 - Signed TE Report Clearance form
 - *Annexed in a separate file:* TE Audit Trail
 - *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

ToR Annex D: Evaluation Criteria Matrix template

Evaluative Criteria Questions	Indicators	Sources	Methodology
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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, 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>
How and why have project outcomes and strategies contributed to the achievement of the expected results? Have the project outcomes contributed to national development priorities and plans?	tbd ¹⁰	tbd	tbd
Are the project's objectives and components clear, practicable and feasible within the project's timeframe?	tbd	tbd	tbd
Were the capacities of executing institutions and counterparts properly considered when the project was designed?	tbd	tbd	tbd
Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry?	tbd	tbd	tbd
What are the underlying factors beyond the project's immediate control and to what extent they have influenced outcomes and results? How appropriate and effective were the project's management strategies for these factors.	tbd	tbd	tbd
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
To what extent have the project objectives and outcomes, as set out in the Project Document, project's Logical Framework and other related documents, have been achieved?	tbd	tbd	tbd

¹⁰ tbd – To be determined by consultant in consultations with the project team, RTA and PA.

Review planned strategies and plans for achieving the overall objective of the project within the timeframe.	tbd	tbd	tbd
Were the assumptions made by the project right and what new assumptions that should be made could be identified?	tbd	tbd	tbd
Were the project budget and duration planned in a cost-effective way?	tbd	tbd	tbd
How and to what extent have implementing agencies contributed and national counterparts (public, private) assisted the project?	tbd	tbd	tbd
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
How useful was the logical framework as a management tool during implementation and any changes made to it?	tbd	tbd	tbd
Were the risks identified in the project document and PIRs the most important and the risk ratings applied appropriately?	tbd	tbd	tbd
How and to what extent have project implementation process, coordination with participating stakeholders and important aspects affected the timely project start-up, implementation and closure?	tbd	tbd	tbd
Do the outcomes developed during the project formulation still represent the best project strategy for achieving the project objectives?	tbd	tbd	tbd
How have local stakeholders participated in project management and decision-making? What are the strengths and weaknesses of the approach adopted by the project? What could be improved?	tbd	tbd	tbd
Does the project consult and make use of skills, experience and knowledge of the appropriate government entities, NGOs, community groups, private sector, local governments and academic institutions in the implementation and evaluation of project activities?	tbd	tbd	tbd
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
Was project sustainability strategy developed during the project design?	tbd	tbd	tbd
How relevant was the project sustainability strategy?	tbd	tbd	tbd
Are there any financial risks that may jeopardize sustenance of project outcomes? What is the likelihood of financial and economic resources not being available once the GEF assistance ends (resources can be from multiple sources, such as the public and private sectors, income generating activities, and trends that may indicate that it is likely that in future there will be adequate financial resources for sustaining project's outcomes)?	tbd	tbd	tbd
Are there any social or political risks that may jeopardize sustenance of project outcomes? What is the risk that the level of stakeholder ownership will be insufficient to allow for the project outcomes/benefits be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to	tbd	tbd	tbd

flow? Is there a sufficient public/ stakeholder awareness in support of the long-term objectives of the project?			
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			
How the project advanced the gender equality and women's empowerment.?	tbd	tbd	tbd
Is there any role of women in strategic decision making in the project or the energy sector?	tbd	tbd	tbd
Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			
How has the project contributed to the reduced environmental stress and/or improved ecological status?	tbd	tbd	tbd
Are the project outcomes contributing to national development priorities and plans?	tbd	tbd	tbd
<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

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: _____

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).

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

<p>Terminal Evaluation Report for <i>(Project Title & UNDP PIMS ID)</i> Reviewed and Cleared By:</p>	
<p>Commissioning Unit (M&E Focal Point)</p>	
<p>Name: _____</p>	
<p>Signature: _____</p>	<p>Date: _____</p>
<p>Regional Technical Advisor (Nature, Climate and Energy)</p>	
<p>Name: _____</p>	
<p>Signature: _____</p>	<p>Date: _____</p>

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