**Annex I**

**Terms of Reference (TOR)**

**International Consultant for Terminal Evaluation of “Policy reform and market transformation of energy efficiency buildings of I.R of IRAN”**

##### **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 “Policy reform and market transformation of energy efficient buildings of I.R of IRAN” (PIMS #4018) implemented through the Vice presidency of Science and Technology (VPST). The project started on the 18 August 2016 and is in its fifth year of implementation. The TE process must follow the guidance outlined in the document ‘Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’.

##### **Project Description**

Policy reform and market transformation of energy efficient buildings in I.R. IRAN” project has been granted by the GEF in USD 4,000,000 on the focal area of the climate change and started in 18 August 2016.

The planned parallel financing by government is USD 28,391,760. The implementing partner of this project is Vice presidency of Science and Technology (VPST) while other national/provincial stakeholders worked closely with the project including, Ministry of road and urban development, Tehran Municipality, Department of Environment, SATBA and IFCO. This project is directly contributing to the “6th 5-years national development plan” and “Modification of consumption pattern” in energy sector.

Initially project duration has been 4 years. However, because of the slow progress in the first two years as well as the impacts associated with covide-19, the project duration has extended for 1.5 years through two separate rounds.

The main goal of the project is to mitigate GHGs gases mainly CO2 through energy efficiency in building sector. The objective of this project is to transform the energy efficiency of heating systems in buildings in Iran, resulting in an invigorated sector in which skilled and well trained engineers fit and retrofit efficient and low carbon heating systems in residences and other buildings, as required by demanding, well enforced building codes - thereby reducing heating bills for residents and national GHG emissions It is envisaged that this will be achieved by (i) reviewing the legislative, policy and regulatory frameworks that impact building efficiency in Iran; revisiting the building code and products standards and labels and developing a supportive cross-sectoral energy efficiency strategy; (ii) piloting installations of energy efficient and renewable energy measures in existing buildings; and (iii) transforming the market by: training manufacturers and building professionals to produce and install energy efficient heating systems; developing a stakeholder awareness-raising campaign and developing proposals for financing mechanisms for households.

The scope of the project is defined for buildings located in Tehran province.

Since the beginning of implementation of projects some changes have been observed as below:

* **Structure of a project team:** several replacements have been observed due to the various reasons in the project team from the national project director to the project assistant;
* **New projects in the pipeline:** According to the made decision on steering committees and the approval of UNDP regional technical advisor, some new projects have been considered within the pipeline as following: 1) Procuring instruments for facilitating measurement and verification (M&V) of energy savings for EE pilot buildings from local sources; 2) Design of a nearly zero energy building as a sample case; 3) Supply, Installation and Commissioning of Solar Photovoltaic (PV) On-grid and Off-grid Systems and Solar Water Heater (SWH) Systems for selected pilot buildings of Tehran Disaster Mitigation and Management Organization; 4) Implementation of energy conservation (EC) building pilot project in comply with the new building code;
* **Definition of standard buildings and attraction of building owners:** As the standard non-residential and residential buildings were not defined in the project document and inception report, during the mid-term evaluation and in consultation with the stakeholders and evaluators, the standards buildings have been defined. For the case of non-residential and residential building, the defined standard areas are equal to 500 square meters and 5300 square meters, respectively. Further, in order to attract more contribution and participation of buildings, the project has widened the scope of interventions by adopting the following requirements: 1) No restriction to the type of building; 2) No restriction to the type of EE measures including electrical saving measures; 3) Attracting the interest of the public through awareness campaigns that are being held in three large cultural houses of Tehran municipality; 4) Focusing on building complexes that have a larger number of units.

Contributing factors and linkages to relevant cross-cutting aspects for the EEEB project are the following but not limited to:

* **Women engagement:** The EEEB project has considered the factor of women engagement as one of the key cross-cutting aspects of the project. Based on the project statistics: 1) between 30% and 50% of project team has been women; 2) Over 30% of engaged experts from the stakeholders were women; 3) More than 20% of the contractors’ human resources were female; 4) Over 50% of participants in energy efficiency seminars/webinars were women;
* **Vulnerable groups:** The EEEB project has intended to support implementation of some pilot projects for vulnerable groups. In some parts of the projects, the idea of shared-based investment on energy efficiency projects has been practiced and within the implementation phase, some of the interested parties were the owners of the residential buildings with vulnerability.

The coronavirus pandemic began to negatively impact the project deliverables in Iran since end of February 2020 as the country was faced with five waves of infected cases. According to the last updated statistics (22 October 2021), the total number of infected cases and total number of deaths in Iran are 5,844,589 and 124,928, respectively (<https://www.worldometers.info/coronavirus/>).

Despite those continuously increasing COVID infection waves, the project team and the contractors tried to implement the project activities in line with the set project work plan. However, there were several reasons which caused delays and impacted physical project activities, especially seen in pilot projects as below:

* Lockdown and closing of office-public buildings resulted in limited or no access to the buildings for implementation of energy efficiency measures for at least three months;
* Health care protocols have reduced authorization and have prohibited entrance to residential buildings, delaying implementation of energy efficiency measures for at least three months on overage.

When the outbreak has increased, most of the private companies in Tehran went to the remote working, with only essential services and state organizations non-remote working. The energy sector is one among the sectors affected due to the nationwide shutdown announced. The nationwide lockdown has caused project delays due to disruptions, unavailability of human resources and issues in delivering procurement and contract implementation. In line with this, the EEEB project team started remote work dynamically with the same situation for government, stakeholders and contractors, it faced suspension and/or delay. Despite the above actions, some of the project team and staff of project contractors have been infected with the COVID that has negatively impacted the project activities.

There are a number of actions that the EEEB project has taken in respond to the impact of the COVID crisis to ensure that they are being addressed as quickly as possible.

* Preparation of a contingency plan in close cooperation with stakeholders, UNDP team and UNDP regional technical advisor;
* Daily engagement with the contractors and regular assessment the likelihood of delays in delivery of sub-projects;
* Identify in advance any challenges related to the contractors and pilot projects in order to have due alternatives beforehand;
* Support the contractors in finding pilot buildings and ask them to focus on building complexes with less concern in access to the buildings
* Consider healthcare measures to ensure worker safety in terms of delivering on pilots;
* Setting a clear strategy for transparent communication with all stakeholders, including employees and every party along the project’s supply chain. Identifying due channel of communication and correspondences with key stakeholders mostly based on on-line platforms;
* Holding awareness raising and training events on on-line platforms and mostly fully shift to virtual training.

##### **Terminal Evaluation (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 terminal evaluation gives a transparent overview on the project implementation good practices, lessons learned, issues, and challenges to the government and policy makers in order that they can use the recommendations of such projects in the similar local projects and programs. On the other side, such systematic evaluation of the project can lead the private sectors and other stakeholders to choose the best and most effective approach on their work and future programs.

1. Assess the relevance and appropriateness of the Project in terms of: achieving the outputs as per the Project Document;
2. Evaluate the effectiveness and efficiency of the Project in terms of the implementation of activities that achieve outputs and outcomes, following up on lessons learned;
3. Establish the impact and sustainability of the Project, and the extent to which the approach and implementation of the Project contributed to combat climate change and reducing GHGs gas through energy efficiency in building sector.
4. Review the Project Design and Management structures, in terms of achieving clear objectives and strategies, the use of monitoring and evaluation, the level of coherence, and the appropriateness of management structures at national, province, and local levels; and

Make clear and focused recommendations that may be required for enhancing the relevance, effectiveness, efficiency, impact and sustainability of scaling up and replication of project achievements and results

**DUTIES AND RESPONSIBILITIES**

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

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

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

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

Engagement of stakeholders is vital to a successful TE[[1]](#footnote-2). Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to the following list (1); 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 Pilot projects.

**List 1: list of key and effective stakeholders**

1. Vice presidency of Science and Technology (VPST), national counterpart
2. Department of Environment (DoE) – Focal point of the GEF in Iran
3. Ministry of Foreign Affairs (MFA) - Sustainable Development Department
4. Ministry of Roads & Urban Development
5. Road, Housing & Urban Development Research Center (BHRC), assigned organization by Ministry of Road and Urban development on energy efficiency activities in building sector
6. Tehran Municipality
7. Iran Construction and Engineering Organization (ICEO) – Energy committee
8. Planning and budgeting Organization (PBO)
9. Iran Fuel Conservation Company (IFCO)
10. SATBA - Iran Energy Efficiency Organization & Iran Organization for Renewable Energies
11. National Iranian Gas Company (NIGC)
12. Iranian National Standardization Organization (INSO)
13. Iran Energy services companies Association
14. Energy and environment NGOs

During the implementation of the contract, the consultant will report to the UNDP Programme Team, who will provide guidance and ensure satisfactory completion of final evaluation deliverables. There will be close coordination with the project team who will assist in connecting the consultant with senior management, development partners, beneficiaries and key stakeholders. In addition, the project staff will provide key project documentation prior to fieldwork.

Note: The International Evaluation Consultant is expected to work in team with a national consultant to deliver the required tasks.

##### **Scope of work**

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

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

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

In assessing the Project and its alignment to the broader Project Document, the evaluation will take into consideration the following criteria:

**Relevance and appropriateness**

1. Was the project relevant, appropriate and strategic to EEEB project goals and objectives?
2. Was the project relevant, appropriate and strategic to the mandate, strategy, functions, roles, and responsibility of the UNDP, Vice presidency of Science and Technology (VPST) and other key stakeholders?
3. Was the project relevant, appropriate and strategic to the UNDP assistance mandate and development goals?
4. Was the project relevant, appropriate and strategic to the international and national strategic/upper-hand documents, e.g. SDGs, UNDAF, UNDP CPD, and UNDP Strategic Plan?
5. Evaluate how the project addressed country priorities. Evaluate country ownership. Was the project concept in line with the national sector development priorities and plans of the country?
6. Evaluate how the project addressed donor priorities. Evaluate donor ownership. Was the project concept in line with the donor development priorities and plans?
7. Evaluate how private sector were engaged in the process?

**Effectiveness and efficiency**

1. Were the actions to achieve the outputs and outcomes effective and efficient?
2. Were there any lessons learned, failures/lost opportunities? What might have been done better or differently?
3. How did the project deal with issues and risks?
4. Were the outputs achieved in a timely manner?
5. Were the resources utilized in the best way possible?
6. Were the resources (time, funding, human resources) sufficient?

**Impact and sustainability**

1. Will the outputs/outcomes lead to benefits beyond the life of the existing project?
2. Were the actions and result owned by the local partners and stakeholders?
3. Was the capacity (individuals, institution, and system) built through the actions of the project?
4. What is the level of contribution of the project management arrangements to national ownership of the set objectives, result and outputs?
5. Were the modes of deliveries of the outputs appropriate to promote national ownership and sustainability of the result achieved?
6. Did the Project contribute to sustainable management of EEEB?
7. Did the Project address cross cutting issues including gender?
8. Evaluate the relevance of the project strategy and assess whether it provided the most effective route towards expected/intended results.
9. Socio-economic risks to sustainability: Are there any social or political risks that may jeopardize sustainability of project outcomes? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project?
10. Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?
11. Institutional Framework and Governance risks to sustainability: Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.
12. Environmental risks to sustainability: Are there any environmental risks that may jeopardize sustenance of project outcomes?
13. Financial risks to sustainability: What is the likelihood of financial and economic resources not being available once the donor assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project’s outcomes)?

**Project design**

1. To what extent did the design of the project help in achieving its own goals?
2. Was the context, problem, needs and priorities well analyzed while designing the project?
3. Were there clear objectives and strategy?
4. Were there clear baselines indicators and/or benchmark for performance?
5. Was the process of project design sufficiently participatory? Was there any impact of the process?
6. Was there coherence and complementarity by the project to the country’s energy efficiency efforts by the VPST and its key players within this institution?
7. Evaluate the problem addressed by the project and the underlying assumptions. Evaluate the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document and Mid-term evaluation report.
8. Were lessons from other relevant projects properly incorporated into the project design?
9. Evaluate decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
10. Evaluate the extent to which relevant gender issues were raised in the project design.

**Project management, Project Implementation and Adaptive Management**

Management Arrangements:

1. Are the project management arrangements appropriate at the team level and project board level?
2. Evaluate overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
3. Evaluate the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
4. Evaluate the quality of support provided by the Partner Agency (UNDP) and recommend areas for improvement.

* **Work Planning:**

1. Evaluate any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
2. Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
3. Examine the use of the project’s results framework/ log-frame as a management tool and review any changes made to it since project start.

* **Finance and co-finance:**

1. Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
2. Review and evaluate the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
3. Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
4. Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

* **Project-level Monitoring and Evaluation Systems:**

1. Evaluate the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
2. Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

* **Stakeholder Engagement:**

1. Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
2. Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
3. Participation and public awareness: To what extent has stakeholders’ involvement and public awareness contributed to the progress towards achievement of project objectives?

* **Reporting:**

1. Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
2. Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
3. Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

* **Communications:**

1. Was there appropriate visibility and acknowledgement of the project and donors?
2. Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
3. Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
4. For reporting purposes, write one half-page paragraph that summarizes the project’s progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

**Gender Equality**

1. To what extent have gender equality, the economic empowerment of women, social inclusion and youth been addressed in the Project design, implementation and reporting? What are the key achievements?
2. In what way could gender equality be enhanced in the future similar projects?

**COVID-19**

1. To what extent has the project results been affected by Covid-19 and what remedial measures/tools/processes were introduced to address this?
2. In what way the project management/implementation/monitoring approaches could be adapted based on Covid-19 and similar crisis, in future similar projects?

**Results Framework/Logframe**

* Undertake a critical analysis of the project’s logframe indicators and targets, assess how “SMART” the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
* Were the project’s objectives and outcomes or components clear, practical, and feasible within its time frame?
* Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women’s empowerment, improved governance, etc.) that should be included in the project results framework and monitored on an annual basis.
* Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART ‘development’ indicators, including sex-disaggregated indicators and indicators that capture development benefits.

**Progress Towards Results**

Progress Towards Outcomes Analysis:

* Review and evaluate the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix; colour code progress in a “traffic light system” based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as “Not on target to be achieved” (red). If there are major areas of concern, recommend areas for improvement.

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Project Strategy** | **Indicator[[2]](#footnote-3)** | **Baseline Level[[3]](#footnote-4)** | **Level in 1st PIR (self- reported)** | **Midterm Target[[4]](#footnote-5)** | **End-of-project Target** | **Midterm Level & Assessment[[5]](#footnote-6)** | **Achievement Rating[[6]](#footnote-7)** | **Justification for Rating** |
| **Objective:** | Indicator (if applicable: |  |  |  |  |  |  |  |
| **Outcome 1:** | Indicator 1: |  |  |  |  |  |  |  |
| Indicator 2: |  |  |  |  |  |
| **Outcome 2:** | Indicator 3: |  |  |  |  |  |  |  |
| Indicator 4: |  |  |  |  |  |
| Etc. |  |  |  |  |  |
| **Etc.** |  |  |  |  |  |  |  |  |

**Indicator Assessment Key**

|  |  |  |
| --- | --- | --- |
| Green= Achieved | Yellow= On target to be achieved | Red= Not on target to be achieved |

This work will include reference to an ecosystem approach at the core of the project design. The Final Evaluation should be aligned with the principles established in UNDP’s [Evaluation Policy](file:///C:\Users\sara.koochaki\AppData\Local\Microsoft\Windows\INetCache\AppData\Local\Microsoft\Windows\INetCache\Content.Outlook\AppData\Local\Microsoft\Windows\INetCache\Content.Outlook\66PL0CPI\Evaluation%20Policy) and the UN Evaluation Group’s [Norms and Standards for Evaluation](http://www.unevaluation.org/document/detail/1914).

1. **Expected Outputs and Deliverables**

The TE consultant/team shall prepare and submit:

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

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

All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO’s quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.[[7]](#footnote-8)

Note: According to the situation of covid-19 in the country, The TE mission is partially virtual when the international evaluator will have virtual meetings and the national evaluator will participate in evaluation meetings and pilot visits with relevant stakeholders, project team etc. in person.

1. **TE Arrangements**

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

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

Note: If it is decided to hold virtual TE, the project team will be responsible for making all arrangements with the stakeholders to provide a virtual platform working well in the country for the virtual interviews, meetings etc.

1. **Duration of the Work**

The contract initiates on 28 December 2021 and expires on 15 February 2022. The TE timeframe is as follows:

* (4th January 2022): Prep the TE team (handover of project documents)
* (13th Jan. 2022): 5 days (recommended 2-4): Document review and preparing TE Inception Report
* (18th Jan. 2022): 4 days: Finalization and Validation of TE Inception Report- latest start of TE mission
* (22 – 26 Jan. 2022): 6 days : TE mission: stakeholder meetings, interviews, field visits
* (29th Jan. 2022): Mission wrap-up meeting & presentation of initial findings- earliest end of TE mission
* (4th Feb. 2022): 6 days (r: 5-10): Preparation of draft TE report
* (7th Feb. 2022): Circulation of draft TE report for comments
* (10th February 2022): 2 days (r: 1-2): Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
* (12th February 2022): 2 days Preparation & Issue of Management Response
* (14th February 2022): Expected date of full TE completion

1. **Duty Station**

It is a home-based assignment.

**Travel:**

If travel is required under the contract, the individual contractor shall:

* Obtain the required Security Clearance from UNDP office (the details of travel including date of departure and arrival, accommodation and purpose of travel shall be submitted to UNDP office 2 working days before date of travel).
* Undertake the training courses on BSAFE and provide UNDP with the certificate. The link to access the course is <https://training.dss.un.org/course/category/6>
* Undertake a full medical examination including x-rays and obtain medical clearance from an UN- approved physician. This is only applicable for the Consultant on the age of 65 years or more.
* All ICs who will be hired during the COVID-19 Pandemic period are required to submit “Statement of Good Health” based on the WHO information on the impact of COVID-19 on individuals with underlining conditions before their travel.
* The Contractors shall consult with the delegated authorities on the bases on Travel requirements before date of departure and arrival and inform UNDP accordingly.

**REQUIRED SKILLS AND EXPERIENCE**

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

A team of two independent evaluators will conduct the TE – one team leader (with experience and exposure to projects and evaluations in other regions) and one team expert, usually from the country of the project. The team leader will be responsible for the overall design of TE, arranging the whole work with the team expert (national expert), reviewing the project documents and reports presented by the project team, presenting the results of evaluation to the project team and UNDP country office and writing of the TE report. The team expert will review the project documents and reports presented by the project team, assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Team in setting interviews and meetings. In cooperation with the project team and under supervision of team leader, team expert will be responsible for site visit from the selected energy efficiency pilot buildings during the evaluation period. Due to the COVID pandemic and travel restrictions, the required meetings between team leader and relevant stakeholders will be held virtually. Team expert will be responsible to take part in the required meetings with stakeholders physically or virtually (depending on the allowance to conduct meetings physically). He/she will be responsible to coordinate and facilitate virtual participation of the team leader for the meetings with stakeholders. During the evaluation period it might be required for the team expert to conduct meetings with the project team in the project office. In those meetings team leader will be joined to the meetings virtually.

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 arrangement:

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**

In full consideration for the services performed by the contractor under the terms of this contract the UNDP shall pay the contractor the total amount of EUR 14,400 (fourteen thousand four hundred euro) in three instalments after completion of the work and finalization and approval of the evaluation report.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Output** | **Due Date** | **Amount (EUR)** |
| 1 | Satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit | 18 Jan 2022 | 1,920 |
| 2 | Satisfactory delivery of the draft TE report to the Commissioning Unit | 4 Feb 2022 | 9,600 |
| 3 | 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 | 14 Feb 2022 | 2,880 |

Criteria for issuing the final payment of 30%:

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

**Payment terms:**

* Consultant shall not do any work, provide any equipment, materials and supplies or perform any other services which may result in any cost in excess of the contract’s amount.
* Communication costs, costs of typing and preparing the soft and hard copies of documents and any other relevant costs regarding this activity.
* Upon receiving and verification of deliverables, payments will be transferred by UNDP to the account number of the consultant introduced through an official letter.
* Payments will be made according to UNDP regulations as explained in the contract documents, within 30 days after receiving the invoice and approval on submitted reports/outputs.
* If the contractor is required to travel to the country, such arrangement shall be fully coordinated in advance with UNDP. The cost of such travels will be covered by UNDP, i.e., the travel cost is excluded from the total consultancy fee. The travel arrangements should be in line with UNDP rules and regulations.

1. **Annexes to the TE ToR**

Annex A: List of Documents to be reviewed by the evaluators

* Project Original Documents, Log-frame
* UNDP Environmental and Social Screening results
* Strategic Results Framework (and proposed revision of the SRF)
* All Project Implementation
* Progress reports and work plans of the various implementation task teams
* Audit reports
* All technical reports and plans produced by the project
* Oversight mission/back-to-office reports
* All monitoring reports prepared by the project
* Financial and Administration guidelines used by Project Team
* Financial and Administration documents

The following documents will also be available:

* Project operational guidelines, manuals and systems
* UNDP country/countries programme document(s)
* Minutes of the Project Steering Committee and other meetings
* Project site location maps

**Annex B: Evaluation matrix (suggested as a deliverable to be included in the inception report)**

The evaluation matrix is a tool that evaluators create as map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.

TABLE 1. SAMPLE EVALUATION MATRIX

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Relevant Evaluation Criteria** | **Key Questions** | **Specific Sub-Questions** | **Data Sources** | **Data Collection Methods/Tools** | **Indicators/Success Standards** | **Methods for Data Analysis** |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

**Annex C: Schedule of tasks, milestones and deliverables.**

Based on the time frame specified in the TOR, the evaluators present the detailed schedule.

**Annex D: Inception report template**

Follow the link: [Inception report content outline](http://web.undp.org/evaluation/guideline/documents/Template/section-4/Sec%204%20Template%204%20Evaluation%20Inception%20report%20content%20outline.docx)

**Annex E: Required format for the evaluation report.**

The final report must include, but not necessarily be limited to, the elements outlined in the quality criteria for evaluation reports. Follow the link: [Evaluation report template and quality standards](http://web.undp.org/evaluation/guideline/documents/Template/section-4/Sec%204%20Template%206%20Standard%20evaluation%20report%20content%20full%20details.docx)

**Annex F: Evaluation Recommendations.**

Follow the link: [Evaluation Management Response Template](http://web.undp.org/evaluation/guideline/documents/Template/section-4/Sec%204%20Template%209%20Evaluation%20Management%20response%20template.docx)

**Annex G: Evaluation Quality Assessment**

Evaluations commissioned by UNDP country offices are subject to a quality assessment, including this evaluation. Final evaluation reports will be uploaded to the Evaluation Resource Centre (ERC site) after the evaluations complete. IEO will later undertake the quality assessment and assign a rating. IEO will notify the assessment results to country offices and makes the results publicized in the ERC site. UNDP Lao PDR aims to ensure evaluation quality. To do so, the consultant should put in place the quality control of deliverables. Also, consultants should familiarize themselves with rating criteria and assessment questions outlined in the Section six of [UNDP Evaluation Guidelines](http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf)

**Annex H: Code of conduct.**

UNDP requests each member of the evaluation team to read carefully, understand and sign the ‘Code of Conduct for Evaluators in the United Nations system’, which may be made available as an attachment to the evaluation report. Follow this link: <http://www.unevaluation.org/document/detail/100>

1. (link to stakeholder engagement in UNDP Eval Guidelines) [↑](#footnote-ref-2)
2. Populate with data from the Logframe and scorecards [↑](#footnote-ref-3)
3. Populate with data from the Project Document [↑](#footnote-ref-4)
4. If available [↑](#footnote-ref-5)
5. Colour code this column only [↑](#footnote-ref-6)
6. Use the 6-point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU [↑](#footnote-ref-7)
7. Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml> [↑](#footnote-ref-8)