

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

## 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 *medium-sized* project titled Sustainable business models for biogas production from organic municipal solid waste (PIMS 5345) implemented through the Ministry of Environment and Sustainable Development (MAYDS). The project started on 1 October 2016 and is in its 6<sup>th</sup> 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' (attached as an annex).

## 2. PROJECT BACKGROUND AND CONTEXT

### ***Project Objectives and Outcomes:***

The world is currently facing the COVID-19 pandemic, which is affecting people everywhere and impacting global and local economic activity and transport systems, as well as causing unprecedented disruptions to daily life that undercut the societal fabric of opportunities for human interaction<sup>1</sup>. In order to ensure the well-being and safety of UNDP's staff and contractors, as well as to ensure no harm is done to partners, communities and interlocutors, the implementation of this TE shall be undertaken on hybrid modality (remote and in person) , as outlined in "Evaluation Approach and Method" of this TOR.

The Project envisages demonstrating the potential of biogas (including landfill gas) for energy generation from organic municipal solid waste for medium-sized urban centers in Argentina. The project will develop and optimize effective business models for energy production as part of integrated waste management under the national GRSU programme. Three to four small-scale biogas energy systems will be procured and demonstrated in selected municipalities. The Project is focused on electricity generation for self-supply with sales of surplus energy to the grid, but also envisages demonstrating biogas production for heat (including cogeneration) and biomethane production. The Project will deliver electricity from renewable energy sources (biogas) for approx. 21,000 people, thereby avoiding a total of 575 kton CO<sub>2</sub>eq over lifetime of the pilots projects.

The project sought to achieve this through the implementation of 3 components as described below:

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<sup>1</sup> Guidance Note: Good practices during COVID-19. OECD/DAC and IEO/UNDP, April 2020.

*. Component I. Strengthening of institutional capacities.*

1. The objective of this project component is to enhance the knowledge, technical and managerial capacities within the GIRSU programme team required for effectively supporting the deployment of MSW-based biogas energy systems under this programme. Through engagement at the policy level, this component will address identified policy, regulatory and market constraints for MSW-based energy systems and as such, contribute to the baseline activities aimed at establishing conducive framework conditions for decentralized production of electricity, green gas and heat. The design and optimization of adequate business models for the envisaged biogas energy systems is a key aspect to be addressed to ensure technical and economic sustainability.

*Component II. Demonstration and investment.*

2. The objective of this component is to implement a number of MSW-based biogas energy systems to demonstrate their technical maturity and the sustainability of the chosen business models, and to generate operational experiences for further optimization and as input for policy development. The pursued demonstration pilots are a first-of-a-kind experience with MSW-based energy generation integrated into a rational business. The selected pilots will be representative for the MSW sector in Argentina in terms of scale, energy end-use and geographical and socio-economic context. The deployment of biogas technology is aligned with the overall approach to GHG mitigation measures in the MSW sector.

*Component III. Monitoring and evaluation.*

3. Monitoring of project progress is essential for the adequate and timely delivery of results. This component covers project monitoring and oversight by UNDP in close coordination with the Ministry of Environment and the project partners, as well as mid-term review and terminal evaluation of the Project.

## **1. TE PURPOSE**

The TE report will assess the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments.

## **2. TE APPROACH & METHODOLOGY**

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

The TE team/consultant 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/deliverables produced during the project implementation that the team/consultant considers useful for this evidence-based evaluation. The TE team/consultant 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 sub national governments of Escobar and Tapalqué (Buenos Aires); Fachinal (Misiones), Gualaguachy (Entre Rios); Rafaela (Santa Fe); 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/consultant is expected to conduct field missions to Escobar, Tapalqué and Rafaela.

The specific design and methodology for the TE should emerge from consultations between the TE team/consultant 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.

### **3. DETAILED SCOPE OF THE TE**

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects <http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf>.

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

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

#### **Findings**

##### **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 *(project title)***

Monitoring & Evaluation (M&E)	Rating <sup>2</sup>
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating

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

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

#### 4. TIMEFRAME

The tentative TE timeframe is as follows:

Timeframe	Activity
<i>March 29<sup>th</sup> 2022</i>	Application closes
<i>April 1<sup>st</sup> 2022</i>	Selection of TE team/consultant
<i>First week after contract (IC) signature- Expected 11<sup>th</sup> -15<sup>th</sup> April week</i>	Preparation period for TE team/consultant (handover of documentation)
<i>Expected 18<sup>th</sup> -20<sup>th</sup> April week</i>	Document review and preparation of TE Inception Report
<i>April 22<sup>nd</sup></i>	Finalization and Validation of TE Inception Report; latest start of TE mission
<i>Expected weeks 25<sup>th</sup> - 29<sup>th</sup> April ; 2<sup>nd</sup> to 6<sup>th</sup> May and 9<sup>th</sup>- 11<sup>th</sup> May.(recommended 7-15)</i>	TE mission: stakeholder meetings, interviews, field visits, etc.
<i>Expected May 16<sup>th</sup></i>	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
<i>Expected May 30<sup>th</sup></i>	Preparation of draft TE report
<i>Expected May30<sup>th</sup>-June 3<sup>rd</sup></i>	Circulation of draft TE report for comments
<i>Expected June 6<sup>th</sup>- June 10<sup>th</sup></i>	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
<i>Expected June 6<sup>th</sup>- June 10<sup>th</sup></i>	Preparation and Issuance of Management Response
<i>N/A</i>	Concluding Stakeholder Workshop (optional)
<i>Expected June 6<sup>th</sup>- June 10<sup>th</sup></i>	Expected date of full TE completion

Options for site visits should be provided in the TE Inception Report. Visits are expected to be done during the week *2<sup>nd</sup> to 6<sup>th</sup> May*

## 5. 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:	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission:	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:	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:	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.<sup>3</sup>

## 6. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit.

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

<sup>3</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

## 7. TE TEAM COMPOSITION

*An independent evaluator will conduct the TE – one team leader (with experience and exposure to projects and evaluations in other regions)*

*The team leader will be responsible for the overall design and writing of the TE report, revise documents and visit locations assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building and work with the Project Team in developing the TE, 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 the evaluators will be aimed at maximizing the overall “team” qualities in the following areas:

### Education

- Master's degree in *Environment, Climate or Energy* 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 Nature, Climate and Energy
- Experience in evaluating projects;
- Experience working in Latin America ;
- Experience in relevant technical areas for at least **10 years**;
- Demonstrated understanding of issues related to gender and; experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system and/or the Global Environmental Facility projects will be considered an asset.

### Language

- Fluency in written and spoken English  
Fluency in written and spoken Spanish



## 8. 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.

## 9. PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit- Around April 22nd in accordance to timeframe
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit- Around May 30th in accordance to timeframe
- 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- Around June 10th in accordance to timeframe

Criteria for issuing the final payment of 40%<sup>4</sup>:

- 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.

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<sup>4</sup> 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](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default)

## 10. APPLICATION PROCESS<sup>5</sup>

Recommended Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the [template](#)<sup>6</sup> provided by UNDP;
- b) **CV** and a **Personal History Form** ([P11 form](#)<sup>7</sup>);
- c) Brief description **of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the address (insert mailing address) in a sealed envelope indicating the following reference "Consultant for Terminal Evaluation of **Sustainable business models for biogas production from organic municipal solid waste** (*project title*)" or by email at the following address ONLY: mail de Adquisiciones PNUD (*insert email address*) by fecha de cierre del llamado (*time and date*). 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.

## 11. 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

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<sup>5</sup> Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://popp.undp.org/SitePages/POPPRoot.aspx>

<sup>6</sup> <https://intranet.undp.org/unit/bom/psd/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

<sup>7</sup> [http://www.undp.org/content/dam/undp/library/corporate/Careers/P11\\_Personal\\_history\\_form.doc](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)

- 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

<b>Título del Proyecto: Modelos de negocios sostenibles para la producción de biogás a partir de residuos sólidos urbanos orgánicos (PIMS 5345)</b>					
<b>Resultado esperado según lo indicado en el Marco de Resultados y Recursos del MECNUD/Programa País:</b> (Resultado 4): Para 2020, el país deberá haber reforzado la gestión sostenible de recursos naturales e implementado políticas de adaptación y mitigación con respecto al cambio climático y a los daños generados por el hombre mediante un enfoque de género e intercultural.					
<b>Indicadores de resultado según lo indicado en el Marco de Resultados y Recursos del Programa País, incluida línea de base y metas:</b> Indicador 2. Emisiones anuales de gas de efecto invernadero (toneladas de CO2 equivalente) Línea de base y meta: A definir					
<b>Productos aplicables derivados del Plan Estratégico del PNUD 2014 – 2017:</b> Producto 1.4: Ampliación de las acciones financiadas e implementadas relacionadas con la adaptación y mitigación del cambio climático en todos los sectores					
<b>Indicadores de Producto aplicables derivados del Marco de Resultados y Recursos del Plan Estratégico del PNUD:</b> (Indicador IRRF 1.4.1) Número de países que cuentan con sistemas robustos para acceder, otorgar, monitorear, verificar e informar sobre el uso de financiamiento climático.					
	<b>Indicadores de resultados</b>	<b>Línea de base<sup>8</sup></b>	<b>Meta intermedia<sup>8</sup></b>	<b>Meta de final del proyecto<sup>8</sup></b>	<b>Suposiciones<sup>9</sup></b>
<b>Producto del Proyecto:</b> Introducir tecnologías de biogás para la generación de energía como parte de la Estrategia Nacional de gestión integral de residuos urbanos.	(A) Reducciones de emisiones de GEI directas obtenidas por plantas piloto de producción de energía a partir de biogás y mediante replicación (ton CO2eq/año);	0 ton CO2eq/año;	2.200 ton CO2eq/año;	13.400 ton CO2eq/año;	Compromiso permanente de las autoridades nacionales y de las partes interesadas provinciales y municipales.
	(B) <sup>10</sup> Marco regulatorio y de políticas para la generación de energía a partir de biogás procedente de RSU diseñados;	2	3	5	Las actividades del Proyecto se pueden implementar según lo previsto. Desempeño técnico y operativo adecuado de los sistemas de gas y biogás procedente de relleno sanitario.
	(C) Número de alianzas público-privadas establecidas para el aprovechamiento del biogás procedente de RSU;	1	1	3	
	(D) Número de personas abastecidas de electricidad producida	0	2.275 personas;	21.000 personas;	

<sup>8</sup> Los niveles de línea de base, meta intermedia y meta de final del proyecto deben expresarse en la misma unidad de análisis neutra que el indicador correspondiente.

<sup>9</sup> Los riesgos deben describirse en la sección de Viabilidad del presente Documento de Proyecto.

<sup>10</sup> El indicador se encuentra alineado con el modelo FMAM CC TT, mediante una escala de calificación de 0 a 5.

0: no es un objetivo/componente

1: Marco regulatorio y de políticas establecida

2: Marco regulatorio y de políticas discutido y propuesto

3: Marco regulatorio y de políticas propuesto pero no adoptado

4: : Marco regulatorio y de políticas adoptado pero no reglamentado

5: Marco regulatorio y de políticas reglamentado

	por las plantas piloto de producción de energía a base de biogás y mediante replicación (-). <sup>11</sup>				
<b>Actividad 1:</b> Tecnologías de generación de energía a partir de biogás procedente de RSU incorporadas al programa nacional GIRSU para su instalación en plantas de tratamiento de residuos municipales y regionales.	(1a) Número de municipios con proyectos de generación de energía a partir de biogás de RSU cubiertos por el programa GIRSU (-);	0	1	4	Compromiso permanente de las autoridades nacionales y de las partes interesadas provinciales y municipales. Apoyo a políticas específicas para integrar la tecnología de producción de energía a base de biogás dentro del programa GIRSU y de los mecanismos de financiamiento.
	(1b) Número de programas y políticas nacionales que adoptan la generación de energía a partir de biogás procedente de RSU como una opción relevante (-);	0	2	4 <sup>12</sup>	
	(1c) Número de propuestas regulatorias y de políticas desarrolladas y adoptadas (-);	0	3	5	
<b>Actividad 2:</b> Tecnologías demostrativas de producción de energía a partir de biogás mediante el uso de RSU como materia prima adquiridas y totalmente operativas.	(2a) MW de capacidad instalada de generación eléctrica de los proyectos piloto de producción de biogás a partir de RSU;	0 MW	0,2 MW	0,54 MW	Compromiso permanente de las autoridades nacionales y de las partes interesadas provinciales y municipales. Las actividades del Proyecto se pueden implementar según lo previsto. Rendimiento técnico y operativo adecuado de los sistemas de gas y biogás procedente de relleno sanitario.
	(2b) Volumen anual de energía eléctrica producida por los proyectos piloto de biogás (MWh/año);	0 MWh/año	1.300 MWh/año	4.010MWh/año	
	(2c) Monto en USD de financiamiento movilizado para inversión en sistemas de generación de energía a partir de biogás procedente de RSU (USD);	0	USD 3 millones	USD 10 millones	
	(2d) Número de personas capacitadas incorporando el enfoque de género y empleadas para la	0h; 0m	20h; 20m	40h; 40m	

<sup>11</sup> Este indicador refleja la cantidad de personas que reciben electricidad de red procedente de los nuevos sistemas de energía renovable instalados. Las metas se calculan con base en los siguientes supuestos: consumo eléctrico residencial promedio (fuera del Área Metropolitana de Buenos Aires): 2.000 kWh/año y cantidad de personas por vivienda: 3,5. Se considera una proporción de género del 50%. Se sugiere revisar estos supuestos para cada municipio seleccionado.

<sup>12</sup> Provisoriamente: el programa GIRSU, el sector eléctrico, la política de cambio climático, la protección del medio ambiente.

	generación de energía a partir de biogás procedente de RSU. (hombres/mujeres)				
<b>Actividad 3:</b> Plan de Monitoreo y Evaluación del Proyecto implementado.	(3a) Revisión de Medio Término (1); y seguimiento de las recomendaciones para mejorar la eficacia y la sostenibilidad del proyecto (1);  (3b) Documento de Evaluación Final (-).	(4a) No se realizó la Revisión de Medio Término (0) y no existen recomendaciones (0); (4a) No se realizó la Evaluación Final (0).	(4a) Se completó la Revisión de Medio Término (1);  (4b) No se realizó la Evaluación Final (0).	(4a) Se completó el seguimiento de las recomendaciones otorgadas por la Revisión de Medio Término (1);  (4b) Se completó la Evaluación Final (1)	Las actividades del Proyecto se pueden implementar según lo previsto. Los gerentes del Proyecto están al tanto de los aspectos y los riesgos relacionados con la sostenibilidad y tienen la capacidad de definir medidas de mitigación adecuadas.

## 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 rating<sup>13</sup>)
  - 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)

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<sup>13</sup> See ToR Annex F for rating scales.



- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- UNDP implementation/oversight (\*) and Implementing Partner execution (\*), overall project implementation/execution (\*), coordination, and operational issues
- Risk Management, including Social and Environmental Standards (Safeguards)

#### 4.2 Project Results and Impacts

- Progress towards objective and expected outcomes (\*)
- Relevance (\*)
- Effectiveness (\*)
- Efficiency (\*)
- Overall Outcome (\*)
- Sustainability: financial (\*), socio-economic (\*), institutional framework and governance (\*), environmental (\*), and overall likelihood (\*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting Issues
- GEF Additionality
- Catalytic/Replication Effect
- Progress to Impact

#### 5. Main Findings, Conclusions, Recommendations & Lessons

- Main Findings
- Conclusions
- Recommendations
- Lessons Learned

#### 6. Annexes

- TE ToR (excluding ToR annexes)
- TE Mission itinerary, including summary of field visits
- List of persons interviewed
- List of documents reviewed
- Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire used and summary of results
- Co-financing tables (if not include in body of report)
- TE Rating scales
- Signed Evaluation Consultant Agreement form
- Signed UNEG Code of Conduct form
- Signed TE Report Clearance form
- *Annexed in a separate file:* TE Audit Trail

- *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

## ToR Annex D: Evaluation Criteria Matrix template

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the GEF Focal area, and to the environment and development priorities 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>
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			
Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			
<i>(Expand the table to include questions for all criteria being assessed: Monitoring &amp; Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)</i>			



## ToR Annex E: UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

### **Evaluators/Consultants:**

Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.

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.

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

## 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

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

## ToR Annex H: TE Audit Trail

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

**To the comments received on (date) from the Terminal Evaluation of (project name) (UNDP Project PIMS #)**

The following comments were provided to the draft TE report; they are referenced by institution/organization (do not include the commentator's name) and track change comment number ("#" column):

Institution/ Organization	#	Para No./ comment location	Comment/Feedback on the draft TE report	TE team response and actions taken

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

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

## **BASIC CONTRACT INFORMATION**

**Location:**  
**Application Deadline:**  
**Type of Contract:**  
**Assignment Type:**  
**Languages Required:**  
**Starting Date:**  
**Duration of Initial Contract:**  
**Expected Duration of Assignment:**

## **BACKGROUND**

### **1. Introduction**

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the *full- or medium-sized* project titled *Project Title* (PIMS #) implemented through the *Executing Agency/Implementing Partner*. The project started on the *Project Document signature date* and is in its X 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' (*insert hyperlink*).

### **2. Project Description**

*Provide a brief introduction to the project being evaluated, including but not limited to the following information: project goal, objective and key outcomes, location, timeframe, justification for the project, institutional arrangements, total budget, planned co-financing, key partners, key stakeholders, observed changes since the beginning of implementation and contributing factors, linkages to relevant cross-cutting aspects (i.e. vulnerable groups, gender, human right, etc.), relevance of the project to the partner Government's strategies and priorities, linkages to SDGs, and linkages to UNDP corporate goals. Identify the critical social, economic, political, geographic and demographic factors within which the project operates that have a direct bearing on the evaluation. This section should be focused and concise (a maximum of one page) highlighting only those issues most pertinent to the evaluation.*

### 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.

*(Expand on the above text to clearly explain why the TE is being conducted, who will use or act on the TE results and how they will use or act on the results. The TE purpose should explain why the TE is being conducted at this time and how the TE fits within the Commissioning Unit's evaluation plan.)*

## **DUTIES AND RESPONSIBILITIES**

### 4. TE Approach & Methodology

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

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

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

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to *(list)*; 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 *(locations)*, including the following project sites *(list)*.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given



limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

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

*(Note: The TOR should retain enough flexibility for the evaluation team to determine the best methods and tools for collecting and analysing data. For example, the TOR might suggest using questionnaires, field visits and interviews, but the evaluation team should be able to revise the approach in consultation with the evaluation manager and key stakeholders. These changes in approach should be agreed and reflected clearly in the TE Inception Report.)*

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

## 5. Detailed Scope of the TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see TOR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects *(insert hyperlink)*. *(The scope of the TE should detail and include aspects of the project to be covered by the TE, such as the time frame, and the primary issues of concern to users that the TE needs to address.)*

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

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

### Findings

#### iv. Project Design/Formulation

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

- Management arrangements

v. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
- Risk Management, including Social and Environmental Standards

vi. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
- Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

vii. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.

- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown in the ToR Annex.

## 6. Expected Outputs and Deliverables

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

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

\*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.<sup>14</sup>

## 7. TE Arrangements

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<sup>14</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is *(in the case of single-country projects, the Commissioning Unit is the UNDP Country Office. In the case of regional projects and jointly-implemented projects, typically the principal responsibility for managing the TE resides with the country or agency or regional coordination body – please confirm with the RTA – that is receiving the larger portion of GEF financing. For global projects, the Commissioning Unit can be the Vertical Fund Directorate or the lead 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.

## 8. Duration of the Work

The total duration of the TE will be approximately *(average 25-35 working days)* over a time period of *(# of weeks)* starting *(date)* and shall not exceed five months from when the TE team is hired. The tentative TE timeframe is as follows:

- *(date)*: Application closes
- *(date)*: Selection of TE Team
- *(date)*: Prep the TE team (handover of project documents)
- *(dates)*: XX days (recommended 2-4): Document review and preparing TE Inception Report
- *(dates)*: XX days: Finalization and Validation of TE Inception Report- latest start of TE mission
- *(dates)*: XX days (r: 7-15): TE mission: stakeholder meetings, interviews, field visits
- *(dates)*: Mission wrap-up meeting & presentation of initial findings- earliest end of TE mission
- *(dates)*: XX days (r: 5-10): Preparation of draft TE report
- *(date)*: Circulation of draft TE report for comments
- *(dates)*: XX days (r: 1-2): Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
- *(dates)*: Preparation & Issue of Management Response
- *(date)*: (optional) Concluding Stakeholder Workshop
- *(date)*: Expected date of full TE completion

The expected date start date of contract is *(date)*.

## 9. Duty Station

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

**Travel:**

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

## **REQUIRED SKILLS AND EXPERIENCE**

### **10. 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 *(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: *(Adjust the qualifications as needed and provide a weight to each qualification. In most cases, the qualifications for the team leader and those for the team expert will differ. Therefore, there should be two different lists of qualifications or separate ToRs.)*

#### **Education**

- Master's degree in *(fill in)* 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 *(fill in GEF Focal Area)*;
- Experience in evaluating projects;
- Experience working in *(region of project)*;
- Experience in relevant technical areas for at least *10 years*;
- Demonstrated understanding of issues related to gender and *(fill in GEF focal area)*; 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.
- *Add language, if needed*

## **11. Evaluator Ethics**

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

## **12. Payment Schedule**

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

Criteria for issuing the final payment of 40%

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

## **APPLICATION PROCESS**

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

### 13. Scope of Price Proposal and Schedule of Payments

#### Financial Proposal:

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

### 14. Recommended Presentation of Proposal

- a) **Letter of Confirmation of Interest and Availability** using the [template](#) provided by UNDP;
- b) **CV** and a **Personal History Form** ([P11 form](#));
- c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc.), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted to the address (insert mailing address) in a sealed envelope indicating the following reference “Consultant for Terminal Evaluation of *(project title)*” or by email at the following address ONLY: *(insert email address)* by *(time and date)*. Incomplete applications will be excluded from further consideration.

### 15. Criteria for Selection of the Best Offer

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

### 16. Annexes to the TE ToR

*Suggested ToR annexes include:*

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

## **Annexes to Terminal Evaluation Terms of Reference**

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

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

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

*(Insert the project's results framework)*

### **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>Add documents, as required</i>	

## ToR Annex C: Content of the TE report

- v. Title page
  - Title of UNDP-supported GEF-financed project
  - UNDP PIMS ID and GEF ID
  - TE timeframe and date of final TE report
  - Region and countries included in the project
  - GEF Focal Area/Strategic Program
  - Executing Agency, Implementing partner and other project partners
  - TE Team members
- vi. Acknowledgements
- vii. Table of Contents
- viii. Acronyms and Abbreviations
7. Executive Summary (3-4 pages)
  - Project Information Table
  - Project Description (brief)
  - Evaluation Ratings Table
  - Concise summary of findings, conclusions and lessons learned
  - Recommendations summary table
8. Introduction (2-3 pages)
  - Purpose and objective of the TE
  - Scope
  - Methodology
  - Data Collection & Analysis
  - Ethics
  - Limitations to the evaluation
  - Structure of the TE report
9. Project Description (3-5 pages)
  - Project start and duration, including milestones
  - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
  - Problems that the project sought to address: threats and barriers targeted
  - Immediate and development objectives of the project
  - Expected results
  - Main stakeholders: summary list

- Theory of Change

## 10. Findings

(in addition to a descriptive assessment, all criteria marked with (\*) must be given a rating<sup>15</sup>)

### 4.1 Project Design/Formulation

- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector

### 4.3 Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- UNDP implementation/oversight (\*) and Implementing Partner execution (\*), overall project implementation/execution (\*), coordination, and operational issues
- Risk Management incl. Social and Environmental Standards (Safeguards)

### 4.4 Project Results

- Progress towards objective and expected outcomes (\*)
- Relevance (\*)
- Effectiveness (\*)
- Efficiency (\*)
- Overall Outcome (\*)
- Country ownership
- Gender
- Other Cross-cutting Issues
- Sustainability: financial (\*), socio-economic (\*), institutional framework and governance (\*), environmental (\*), and overall likelihood (\*)
- Country Ownership
- Gender equality and women's empowerment
- Cross-cutting Issues
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to Impact

## 11. Main Findings, Conclusions, Recommendations & Lessons

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<sup>15</sup> See ToR Annex F for rating scales.

- Main Findings
- Conclusions
- Recommendations
- Lessons Learned

## 12. Annexes

- TE ToR (excluding ToR annexes)
- TE Mission itinerary
- List of persons interviewed
- List of documents reviewed
- Summary of field visits
- Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Questionnaire used and summary of results
- Co-financing tables (if not include in body of report)
- TE Rating scales
- Signed Evaluation Consultant Agreement form
- Signed UNEG Code of Conduct form
- Signed TE Report Clearance form
- *Annexed in a separate file:* TE Audit Trail
- *Annexed in a separate file:* relevant terminal GEF/LDCF/SCCF Core Indicators or Tracking Tools, as applicable

## ToR Annex D: Evaluation Criteria Matrix template

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

Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Efficiency: Was the project implemented efficiently, in line with international and national norms and standards?			
Sustainability: To what extent are there financial, institutional, socio-political, and/or environmental risks to sustaining long-term project results?			
Gender equality and women's empowerment: How did the project contribute to gender equality and women's empowerment?			
Impact: Are there indications that the project has contributed to, or enabled progress toward reduced environmental stress and/or improved ecological status?			
<i>(Expand the table to include questions for all criteria being assessed: Monitoring &amp; Evaluation, UNDP oversight/implementation, Implementing Partner Execution, cross-cutting issues, etc.)</i>			

## ToR Annex E: UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets:

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

**Evaluators/Consultants:**

Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.

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.

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

## ToR Annex F: TE Rating Scales & Evaluation Ratings Table

TE Rating Scales	
Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
<p>6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5 = Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4 = Likely (L): negligible risks to sustainability</p> <p>3 = Moderately Likely (ML): moderate risks to sustainability</p> <p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>

Evaluation Ratings Table	
Monitoring & Evaluation (M&E)	Rating <sup>16</sup>
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating

<sup>16</sup> Outcomes, Effectiveness, Efficiency, M&E, I&E Execution, Relevance are rated on a 6-point rating scale: 6 = Highly Satisfactory (HS), 5 = Satisfactory (S), 4 = Moderately Satisfactory (MS), 3 = Moderately Unsatisfactory (MU), 2 = Unsatisfactory (U), 1 = Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4 = Likely (L), 3 = Moderately Likely (ML), 2 = Moderately Unlikely (MU), 1 = Unlikely (U)

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

## ToR Annex G: TE Report Clearance Form

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

## ToR Annex H: TE Audit Trail

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

**To the comments received on** *(date)* **from the Terminal Evaluation of** *(project name)* **(UNDP Project PIMS #)**



The following comments were provided to the draft TE report; they are referenced by institution/organization (do not include the commentator's name) and track change comment number ("#" column):

<b>Institution/ Organizatio n</b>	<b>#</b>	<b>Para No./ comment location</b>	<b>Comment/Feedback on the draft TE report</b>	<b>TE team response and actions taken</b>