TERMS OF REFERENCE


B. Type of position: International, short-term

C. Post Reference: MNE -11-018

D. Duty Station: home based, Andrijevica and Podgorica, Montenegro

E. Duration of appointment: up to 15 working days, within the period April 2011 till end of June 2011

F. Contract type: Individual Contract (IC)

G. Deadline for Application: 17th March 2011

i. Background:

In May 2006 Montenegro became the newest independent state in the world and the newest UN member. This move was followed with an intense period of establishing multi- and bilateral relations, speeding up the process of EU integrations, and consolidating the normative framework for internal economic development of the young state. The Government of Montenegro (GoM) has adopted the new Energy Strategy in December 2007, and in the same month it had published a tender for research and construction of small mini hydro power plants on over forty locations. This move is in line with the new small hydro development strategy adopted in April 2006 that sets a target of 15 to 20 MW of new generating capacity from small hydro power resources by 2015 and it constitutes an environmentally and politically acceptable way of reducing the country’s dependence on energy imports. Montenegro has a total installed capacity of 868 MW, of which over 70% comes from two large hydro generating facilities. The remainder comes from a single coal fired power generating station. All three plants were built between 1977 and 1981. Some seven small hydro power plants of 10MW and less also contribute just over 1% or almost 9MW of generating capacity to this mix. Demand for power fell during the 1990’s due to economic contraction, so there was little pressure to plan for new generating capacity. While there has been some discussion about the construction of new generating facilities, mainly large hydro facilities, for various reasons no construction of any new generating capacity since 1981 has been undertaken. However since the mid 1990s demand for power has begun to grow again. In 1994 total final consumption was 505 GWh, while in 2005 it was 2077 GWh. Surprisingly, most of this growth in demand comes from the residential sector, rather than the industrial sector. Montenegro saw a doubling in demand from the residential sector over the last 20 years. In part this can be explained by the heavily subsidized tariff of 2.2 € cents/ kWh, but also from a growth in housing. Although far less efficient it has been cheaper for houses to use electricity for space heating and hot water because of the low tariff.

The national context in which the PIF was written and submitted dramatically changed relative to the period when the project actually received funding- this change was evident most dramatically in the Union of Serbia and Montenegro dissolving into two newly independent countries with two very different visions of development. Considering the political changes in the mid 2006 and the subsequent GoM moves in the energy sector (adoption of the Energy Strategy, publishing of the mini-hydro tender), there are two windows of opportunity for significant assistance from this project is: a) enabling efficient, sustainable and effective investment decisions in this sector through designing institutional and governance frameworks for development of a sector for renewable energies (small hydro power plan sector included) including streamlining of the procedures, developing information management systems, and implementing clear,
transparent, internationally-recognized attractive yet competitive business terms and conditions for the investors, and b) capacity building for the Energy Efficiency and the Renewable Energy Unit within the Ministry for Economic Development.

The principal responsibility for managing this evaluation lies with UNDP Montenegro. The evaluation team will be free from undue influence and has full authority to submit reports directly to appropriate levels of decision-making. UNDP management will not impose restrictions on the scope, content, comments and recommendations of evaluation reports. In the case of unresolved difference of opinions between any of the parties, UNDP may request the evaluation team to set out the differences in an annex to the final report.

ii. Duties and Responsibilities

**Objective of the assignment:** Mid-term evaluation is intended to assess and rate potential project design issues and implementation approach including logical framework, outcomes, targets, activities, baselines, risks, monitoring and evaluation system, project management structure, adaptive management, progress towards the achievement of objectives, and to identify and document lessons learned (including lessons that might improve design and implementation of other UNDP/GEF projects), and to make recommendations regarding specific actions that might be taken to improve the project’s implementation. It is expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from monitoring. The national context and situation dramatically changed from the time the PIF was written and submitted to the time the project was approved and the country received funding. The Union of Serbia and Montenegro dissolved into two newly independent countries with each pursuing their independent and specific development paths. In Montenegro, this change, as it specifically regards the project, included the development and adoption of two key strategic documents - the National Spatial Plan and the National Energy Development Strategy. Therefore, UNDP and the key Ministerial partner have had to manage the dramatically changing circumstances and its impact on the project design in order to maintain the focus on the envisaged results but through a different set of activities that reflects the changed circumstances. It also provides an opportunity to assess early signs of project success or failure and prompt necessary adjustments and the basis for learning and accountability for managers and stakeholders in particular the evaluation will address:

- Project Conceptual Design: The evaluation will examine whether the project design, outcomes, indicators, targets, risk and assumptions that were revised and agreed upon, as necessitated by the changing geopolitical situation, during the Inception Workshop are still relevant in the context of the country's changing circumstances.
  - The expert should evaluate how the UNDP managed the changed environment in terms of designing and agreeing on the new set of goals and activities within the project, whether these reflect major national priorities, whether these have been designed clearly/in a results-oriented manner and whether these were realistic
  - The evaluation should review the extent to which the objectives, outputs, and expected results of the project as designed initially were realistic
  - Review remaining project activities and schedule and assess realistic duration for remaining activities

- Assess the results and achievements of the project since its start. In particular, the evaluation should focus on the following aspects:

  - UNDP in Montenegro promotes sustainable development, which is economically viable, socially inclusive and environmentally friendly
• Assess whether the project has produced its outputs effectively and efficiently and identify the major factors, which have facilitated or impeded the progress of the project in achieving its goal and desired results
• Determine the degree of support given to the project at the national and local level.
• Review and assess the project delivery and implementation progress to achieve the overall objectives and also assess each outcome against the baseline and target values
• Assess and rate sustainability - the extent to which the benefits of the project will continue, within or outside the project domain, after it has come to an end.

- Effectiveness of the approach used to produce the project results.
  • Review the management structure of the project and determine whether the organizational structure of the project, the resource, the distribution of responsibilities and coordination mechanisms were appropriate for the achievement of project objectives
  • Review the project strategy and approach to ensure sustainability beyond the project period
  • Assess whether these organizational arrangements were cost effective
  • Assess the support and roles of teams at UNDP CO level, project management level, and international/local consultants

- The efficiency of project management
  • Assess the efficiency of the approach used in planning, organizing, and controlling the delivery of inputs.
  • Evaluate the agreements made on the inception workshop and PMB
  • Assess the coordination and communication process (incl. the information flows) between the various stakeholders of the project
  • Assess and update the monitoring tools currently being used including validation of its efficiency, information generated, key partners involved. Determine whether the project document was explicit enough on the above and whether sufficient funding was earmarked.

- The impacts on/ views of the direct beneficiaries and stakeholders
  • Assess the degree of involvement of various stakeholders in the project implementation process
  • To the extent possible, the evaluation will collect the views and impressions of beneficiaries
  • Assess to what extent the project managed to build national and local level ownership.
  • Assess the impact of the project on the main beneficiaries, policies and the physical environment, etc.
  • To the extent possible highlight linkages (direct or indirect with other government or donor supported projects)
  • Assess involvement and contributions of national staff of implementing and cooperating/responsible partners

- Findings and lessons learned
  • Produce, as logically and objectively as possible, significant conclusions that are extracted from the evaluation in terms of project overall goals, approach, relevance, performance, success, failure, strengths, and weaknesses.
  • Highlight the major problems, shortcomings, and weaknesses in order of importance and validity to resolve

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Recommendations

- Outline the recommendations for corrective actions by the parties involved. The recommendations must be objective, realistic, practical, understandable and forward looking.
- Link the recommendations logically to the findings; taking into consideration their impact on the improvement of project performance and accomplishments of its objectives.
- Classify the recommendations into categories, if possible, by order of importance.
- Recommend realistic duration for implementation of remaining project activities.
- Recommend new projects activities that could be included in the second part of project implementation.

The evaluation will consult with main stakeholders and beneficiaries of the project such as:

- Project Board Members
- Implementing and cooperating/responsible partners
- Local NGOs in Montenegro
- Local community (Municipality of Andrijevica)
- Project partners and donor communities operation in Montenegro (Ministry of Economy, HMI, GTZ etc.)
- Project staff and national staff of implementing and cooperating partners

Scope of the Evaluation: The evaluation will cover all the GEF, UNDP and Government of Montenegro funded components and their implementation since the start of the project in Montenegro as well the in-kind and parallel government contribution included in the project document. It covers relevance of the project, quality of project design, efficiency of implementation, effectiveness to date, partners’ perception of change and potential sustainability. It assesses the achievements of the project with respect to the relevance of its objectives and the attainability of its outcomes. It assesses the project design including, to what extent the assumptions/risks outlined in the logical framework are valid and identifies external factors beyond the control of the project that affected it negatively or positively. Special emphasis is placed on the degree to which the project has succeeded in carrying out the activities outlined in the logical framework. It will also assess lessons learnt and make recommendations for way forward to ensure national/local ownership and effectiveness in achievement of project results.

Products Expected from the Evaluation: A comprehensive report will be prepared according to the attached draft outline. The report shall include an assessment of the Project and Project components’ concept design and administrative arrangements, progress achieved to-date vs. planned targets (identification of causes of slow progress, if any, and suggestion of corrective measures), lessons learned, and revision or re-prioritization of scheduled activities, plans, etc (if necessary). The report will also include recommendations for improving the performance of the project to fulfill its objectives and maximizing the impact on the improvement of small hydro sector and CO2 reductions, including actions/decisions to be taken and parties responsible as well as time frame. A power-point presentation of the evaluation findings will be prepared.

Methodology or Evaluation Approach: The evaluation will be based on findings and factual statements identified from:

- review of relevant documents including the project document and its amendment, annual and quarterly project work plans, progress and financial reports, project board meetings minutes, monitoring mission reports, quarterly

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Operational reports (QOR) and progress implementation report (PIR), technical reports of national/international consultants, including reports of events organized by the project (workshops, meetings) etc.

- Interviews with the target beneficiaries, the project partners, the implementing agency, cooperating/responsible partners and individuals, the donor community, the project staff, local community, local council and local civil society involved in and targeted by the project.
- Field visit to the north of Montenegro (municipality: Andrijevica)

Time duration: The consultant will be engaged immediately upon the completion of the selection procedure. The tentative date of engagement will be in the period of April 2011 till end of June 2011, up to 15 working days. Out of which the consultant will be required to spend 5 days in the duty station, 1 visit where the he/she will have the chance to meet with all the relevant stakeholders.

iii. Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission and strategic goals of UN/UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Ability to lead strategic planning, results-based management and reporting;
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills;
- Demonstrates ability to manage complexities and work under pressure, as well as conflict resolution skills;

iv. Qualifications and expertise:

- University degree and minimum 10 years of experience in evaluation in energy, CO2 reduction and institutional development;
- Recent experience with result-based management evaluation methodologies;
- Experience applying participatory monitoring approaches;
- Recent knowledge of the GEF Monitoring and Evaluation Policy is an asset;
- Recent knowledge of UNDP’s results-based evaluation policies and procedures an asset;
- Demonstrable analytical skills;
- Experience with multilateral or bilateral supported similar projects;
- English communication skills (oral, aural, written and presentation).
v. Application Process

Interested applicants are requested to submit their applications to UNDP Office in Podgorica by e-mail to consultancy.me@undp.org by 17th March 2011.

The application should contain:

1. Duly completed Personal History Form (P11) can be downloaded from http://www.undp.org.me/files/jobs/index.html

2. Cover/Motivation Letter

The short-listed candidates only would be requested to submit a letter of interest including a price quotation indicating the lump sum (in EUR) requested for the work and travel (1 visit) envisaged in the section “Duties and Responsibilities”.

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