

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

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

1. INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the *medium-sized* project titled *Sustainable Energy for All - SE4ALL (PIMS 5143)* implemented through the *Ministry for Agriculture, Livestock, Forests and Environment*. The project started on the *16th of March 2016* and is in its *Seventh* year of implementation. The TE process must follow the guidance outlined in the document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects' (http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf).

2. PROJECT BACKGROUND AND CONTEXT

The project is in line with Equatorial Guinea's objective to provide access to energy for its entire population, while working to avoid greenhouse gas emissions, which is not usually a priority in Least Developed Countries (LDCs). The project is oriented towards the inclusion of all social strata, leaving no one behind, while at the same time giving special attention and priority to the gender issue. The Project is consistent with Objective 3 of the GEF-5 Climate Change Focal Area (CCM-3) which aims to promote investment in renewable energy technologies. It presents a program that promotes renewable energy technologies in the island region of Equatorial Guinea, through an effective policy framework, institutional capacities, and small hydropower demonstration. The importance of energy access is also confirmed by the country's commitment to a Transparent Resource Allocation System under GEF-5 for its first climate change mitigation project.

Project objective: The goal of the project is to create a market for decentralized renewable energy solutions in small island and remote territories. The goal will be reached by addressing the weakness of the country's policy-institutional, market and technology supply frameworks and tackle the root causes of the barriers to Renewable Energy (RE) utilization in the country (removing barriers to the application of RE-based power generation in Equatorial Guinea and on Bioko Island in particular).

The project consists of the following components: (1) Clean energy planning and policies for implementation and scaling up; (2) Clean energy technology (hydro) demonstration; (3) Clean energy technology (solar) demonstration; (4) Clean energy knowledge & capacity development. The project is expected to generate global benefits in directly avoided greenhouse gas (GHG) emissions of almost 1,780 kilotons of CO₂ due to switching from fossil fuels for power generation to small hydro, solar PV and wind power (over the lifetime of 20 years) and an estimated 7,121 0ktCO₂ as indirect emission reduction impact.

Budget: The total project budget was US\$ 43,502,968. Of which, (i) US\$ 500,000 from UNDP; (ii) US\$ 3,502,968 from GEF; (iii) US\$ 37,550,000 from the Government of Equatorial Guinea; and (iv) US\$ 1,950,000 in kind, were expected.

Expected Outcomes : The expected results of the project are: (1) Implementation of an approved clean energy enabling framework in Equatorial Guinea; (2) Hydro energy technology and business model demonstrated in Equatorial Guinea's main insular region (Bioko); (3) Clean energy (Solar and wind) technology and business model demonstrated in the insular regions chains; (4) Information and knowledge on sustainable energy solutions widely shared, and clean energy technical, individual and Institutional capacity strengthened.

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.

Terminal Evaluations for GEF-funded projects have the following supplemental purposes:

- Promote accountability and transparency,
- Synthesize lessons that can help improve the selection, design, and implementation of future GEF-funded and UNDP-supported initiatives; and improve the sustainability of benefits and aid in the overall improvement of UNDP programming.
- Evaluate and document the results of the project and the contribution of these results to the achievement of the GEF's strategic objectives aimed at global environmental benefits.
- Measure the degree of convergence of the project with other priorities within the UNDP country programme, including poverty alleviation.
- Strengthen resilience to the impacts of climate change, reduce disaster risk and vulnerability, as well as cross-cutting issues such as gender equality, women's empowerment, and support for human rights.

It is recommended that the TE takes place during the last few months of project activities, allowing the TE team to work while the Project Team is still in place, but ensuring that the project is close enough to its completion for the evaluation team to reach key conclusions, aspects such as the sustainability of the project.

4. TE APPROACH & METHODOLOGY

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

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

submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

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

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to:

- Project board representatives: Ministry of Agriculture, Livestock, Forests, and the Environment; Ministry of Industry and Energy; Ministry of Finance, Economy and Planning; Ministry of Trade and the Promotion of Small and Medium-sized Businesses; Ministry of Public Works, Housing and Town Planning; Ministry of Public Administration and Administrative Reform; Ministry of Health and Social Welfare; Ministry of Education, University Teaching and Sports; SEGESA¹; and other ministries and Agency.
- Project coordinators.
- National Director of the project.
- National University of Equatorial Guinea (UNGE²).
- Key experts and consultants in the thematic area.
- Local CSOs.
- Other

Additionally, the TE team is expected to conduct field missions to *Island of Bioko and the Mainland*, including the following project sites:

- Island of Bioko:
 - o Bokoko Drumen
 - o Buermeriba
 - o Cacahual I y II
- Mainland:
 - o Bicugbini
 - o Iduma
 - o Kuma Amvom

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.**

¹ Sociedad de Electricidad de Guinea Ecuatorial (SEGESA)

² Universidad Nacional de Guinea Ecuatorial (UNGE)

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

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

5. DETAILED SCOPE OF THE TE

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

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

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

Findings

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 (Sustainable Energy for All – SE4ALL)

Monitoring & Evaluation (M&E)	Rating ³
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

6. TIMEFRAME

The total duration of the TE will be approximately 25 working days over a time period of 8 weeks starting on (July 25, 2022). The tentative TE timeframe is as follows:

Timeframe (2022)	Activity
(July 06)	Application closes
(July 18)	Selection of TE team
(July 19 – July 22)	Preparation period for TE team (handover of documentation)
(July 25 – July 29)	Document review and preparation of TE Inception Report
(August 01 – August 15)	Finalization and Validation of TE Inception Report; latest start of TE mission
(August 15 – August 25)	TE mission: stakeholder meetings, interviews, field visits, etc.
(August 26)	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
(August 26 – September 15)	Preparation of draft TE report
(September 16)	Circulation of draft TE report for comments
(September 16 – September 23)	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report

³ 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)

(September 26 – September 29)	Preparation and Issuance of Management Response
(September 30)	Expected date of full TE completion

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

7. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: (July 29, 2022)	TE team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: (August 26, 2022)	TE team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report (using guidelines on report content in ToR Annex C) with annexes	Within 3 weeks of end of TE mission: (September 16, 2022)	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 (See template in ToR Annex H)	Within 1 week of receiving comments on draft report: (September 23, 2022)	TE team submits both documents to the Commissioning Unit

*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.⁴

8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is **UNDP Country Office in Equatorial Guinea**.

⁴ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

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

9. TE TEAM COMPOSITION

A team of *two independent evaluators* will conduct the TE – *one international consultant team leader (team leader) and one national consultant (team member – national expert)*. The team leader will *be responsible for the overall design and writing of the TE report, etc.*. The national expert will *assess emerging trends with respect to regulatory frameworks, budget allocations, capacity building, work with the Project Team in developing the TE itinerary, etc.*

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

The selection of evaluators will be aimed at maximizing the overall “team” qualities in the following areas:

Education

- Master's degree in *Energy, Environment, Economy, Business administration, finance, Development studies* 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 *Renewable energy and Energy access*.
- Experience in evaluating projects.
- Experience working in *Equatorial Guinea, CEMAC Region, Africa, or similar countries*.
- Experience in relevant technical areas for at least *10 years*.
- Demonstrated understanding of issues related to gender and *Renewable energy and energy access*, 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.
- *Fluency in written and Spoken Spanish.*

10. EVALUATOR ETHICS

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

11. PAYMENT SCHEDULE

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

Criteria for issuing the final payment of 40%⁵:

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

12. APPLICATION PROCESS⁶

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

Recommended Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the [template](#)⁷ provided by UNDP;

⁵ 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

⁶ Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP

<https://popp.undp.org/SitePages/POPPRoot.aspx>

⁷<https://intranet.undp.org/unit/bom/psu/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

- b) **CV** and a **Personal History Form** ([P11 form](#)⁸);
- 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 by email at the following address [ONLY \[sumision.gq@undp.org\]\(mailto:sumision.gq@undp.org\)](mailto:sumision.gq@undp.org) indicating the following reference "Consultant for Terminal Evaluation of the project "Sustainable Energy for All – SE4ALL" no later than July 6, 2022, before 17h00 Malabo Time. Incomplete applications will be excluded from further consideration.

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

13. TOR ANNEXES

(Add the following annexes to the final ToR)

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

ToR Annex A: Project Logical/Results Framework

⁸ http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

UNDP Strategic Plan Outcome SP1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded; **SP Output 5.1** Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy (2014-2017)

UNDAF Outcome 4.5: National capacity regarding sustainable management of natural resources and the environment has been strengthened in the areas of water, soils, forest and waste management (2013-2017); **Output 4.5.5:** Sustainable energy technologies and services are available and local management capacities have been strengthened in 4 pilot areas

Country Programme Outcome: The country has a stronger legislative and institutional framework that guarantees sustainable management of the environment, adaptation to climate change and mitigation of its effects (2013-2017)

Applicable GEF Strategic Objective and Program: GEF-5 CCM-3 Promote investment in renewable energy technologies

Applicable GEF Outcome: • Favourable policy and regulatory environment created; • Investments in renewable energy technologies increased; • GHG emissions avoided

Applicable GEF Outcome indicator: a. Extent to which RE policies and regulations are adopted and enforced; b. Volume of investment mobilized; c. Tonnes of CO₂ equivalent avoided

	Indicator	Baseline	Target	Source of verification	Assumptions
Project objective: To create a market for decentralized renewable energy solutions in small island and remote territories	A) Lifetime direct and post-project direct CO ₂ emission reduction as a result of project-supported demo/pilots	• 0	• Direct ¹⁹ : 1,781 ktCO ₂	<ul style="list-style-type: none"> Project final reports; Project progress reports; Monitoring reports of the demo/pilot projects (Components 2 and 3) Official publications (Ministry of Energy) and studies/reports 	<ul style="list-style-type: none"> Government support for RE will not change; Government support for implementing de-risking measures and attract IPPs will not change Economic growth will continue; Macro-economic reforms needed to attract foreign (private) investments will also enable investment in RE Fossil fuel prices will not sharply fall, while fuel
	B) Indirect GHG reduction due to project's policy, institutional and capacity building and finance mobilization	• 0	• Indirect: 7,121 ktCO ₂		
	C) Installed capacity of (small-scale) RE and annual power generation	• 0 MW ¹⁸	• 24.6 MW ²⁰		

	Indicator	Baseline	Target	Source of verification	Assumptions
					subsidies will be phased out;
Outcome 1: Implementation of an approved clean energy enabling framework and mechanisms established for scaling up and replication of investment in on/off-grid	D) Status of RE Strategy and Action plan E) Status of set of regulations and procedures F) Number of alternative sources of finance identified G) Number of RE projects proposed for approval (and post-project implementation)	• 0 • 0 • 0 • 0	• 1 • 1 • 3 ²¹ • 5 ²²	<ul style="list-style-type: none"> Completed studies and plan (with on-grid and off-grid targets; policy instruments/tariffs; regulations; budget and sources of finance); Guidebook with rules and procedures for RE projects Documents on RE projects feasibility and potential sources of finance for RE Website on RE resources, options and regulations and latest news Official publications 	<ul style="list-style-type: none"> Sufficient capacity and willingness to coordinate exists amongst various Government entities; Government support for RE and for support for implementing de-risking measures and attract IPPs will not change
Outcome 2: Hydro energy technology and business model demonstrated in Equatorial Guinea's main insular and mainland regions	H) Number of small hydropower assessed, of which I) Number of small hydropower projects in advanced stage of development J) Number of small hydropower projects that are operational	• 2 • 2 • 0 ²³	• 4 • 2 ²⁴ • 3 ²⁵	<ul style="list-style-type: none"> Assessment reports for particular locations Documents on feasibility and design (feasibility, design, financial closure) Monitoring reports of construction and operations; records of power generation Project progress reports Website on RE resources, options and regulations and latest news 	<ul style="list-style-type: none"> No real change in rainfall patterns; Impacts of small hydropower development does not jeopardize human or ecosystem activity; Government support for RE will not change; Adequacy of support in design, installation and operation and maintenance

	Indicator	Baseline	Target	Source of verification	Assumptions
Outcome 3: Other clean energy (solar and) technology and business model demonstrated in the insular and remote regions	K) Number of sites assessed for application of solar PV or solar hybrid systems (feasibility) L) Number of small hydropower projects operational	• 0 • 0	• 5 • 1 ²⁶	<ul style="list-style-type: none"> Assessment reports for particular locations Documents on feasibility and design (feasibility, design, financial closure) Monitoring reports of construction and operations; records of power generation Project progress reports 	<ul style="list-style-type: none"> Adequacy of support in design, installation and operation and maintenance
Outcome 4: Information and knowledge on sustainable energy solutions widely shared; Clean energy technical, individual and institutional capacity strengthened	M) Number of awareness-raising events organised and attendance N) Number of RE-relevant training programmes and attendance O) Number and status of RE info campaign	• 0 • 0 • 0	• 10 ²⁷ • 2 ²⁸ • 1	<ul style="list-style-type: none"> Workshop and seminar proceedings; evaluations by participants RE training course materials; evaluations by participants RE info materials designed and published Monitoring and evaluation reports; Project Final report 	<ul style="list-style-type: none"> Sufficient expertise exists to plan, execute and monitor projects and staff has willingness to take part in training/capacity strengthening programmes Sufficient interest and participation by decision-makers in institutions, NGOs and private sector

ToR Annex B: Project Information Package to be reviewed by TE team

#	Item (electronic versions preferred if available)
1	Project Identification Form (PIF)
2	UNDP Initiation Plan
3	Final UNDP-GEF Project Document with all annexes
4	CEO Endorsement Request
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)
6	Inception Workshop Report

7	Mid-Term Review report and management response to MTR recommendations
8	All Project Implementation Reports (PIRs)
9	Progress reports (quarterly, semi-annual or annual, with associated workplans and financial reports)
10	Oversight mission reports
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
16	Audit reports
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
18	Sample of project communications materials
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
21	List of contracts and procurement items over ~US\$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)
23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available
24	UNDP Country Programme Document (CPD)
25	List/map of project sites, highlighting suggested visits
26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
27	Project deliverables that provide documentary evidence of achievement towards project outcomes
	<i>Additional documents, as required</i>

ToR Annex C: Content of the TE report

- i. Title page
 - Title of UNDP-supported GEF-financed project
 - UNDP PIMS ID and GEF ID
 - TE timeframe and date of final TE report

- Region and countries included in the project
 - GEF Focal Area/Strategic Program
 - Executing Agency, Implementing partner and other project partners
 - TE Team members
- ii. Acknowledgements
 - iii. Table of Contents
 - iv. Acronyms and Abbreviations
 1. Executive Summary (3-4 pages)
 - Project Information Table
 - Project Description (brief)
 - Evaluation Ratings Table
 - Concise summary of findings, conclusions and lessons learned
 - Recommendations summary table
 2. Introduction (2-3 pages)
 - Purpose and objective of the TE
 - Scope
 - Methodology
 - Data Collection & Analysis
 - Ethics
 - Limitations to the evaluation
 - Structure of the TE report
 3. Project Description (3-5 pages)
 - Project start and duration, including milestones
 - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
 - Problems that the project sought to address, threats and barriers targeted
 - Immediate and development objectives of the project
 - Expected results
 - Main stakeholders: summary list
 - Theory of Change
 4. Findings
(in addition to a descriptive assessment, all criteria marked with (*)) must be given a rating⁹)
 - 4.1 Project Design/Formulation
 - Analysis of Results Framework: project logic and strategy, indicators
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g., same focal area) incorporated into project design
 - Planned stakeholder participation
 - Linkages between project and other interventions within the sector
 - 4.1 Project Implementation
 - Adaptive management (changes to the project design and project outputs during implementation)
 - Actual stakeholder participation and partnership arrangements
 - Project Finance and Co-finance

⁹ See ToR Annex F for rating scales.

- 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 & 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:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at _____ (Place) on _____ (Date)

Signature: _____

ToR Annex F: TE Rating Scales

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

ToR Annex G: TE Report Clearance Form

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

ToR Annex H: TE Audit Trail

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

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

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

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

ToR Annex I: Management Response Template

Project Title:

UNDP PIMS ID:

GEF ID:

Terminal Evaluation Completion Date:

Date of Issue of Management Response:

Prepared by:

Contributors:

Cleared by:

Terminal Evaluation recommendation 1.				
Management response: ¹⁰				
Key action(s)	Time frame	Responsible unit(s)	Tracking ¹¹	
			Comments	Status ¹²
1.1				
1.2				
1.3				

Terminal Evaluation recommendation 2.				
Management response:				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
2.1				
2.2				
2.3				

Terminal Evaluation recommendation 3.

¹⁰ Select one: Fully Accept, Partially Accept, Reject

¹¹ Status of implementation is tracked electronically in the Evaluation Resource Centre (ERC).

¹² Select one: Not initiated, Initiated, Completed, Completed, No longer applicable

Management response:				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
3.1				
3.2				
3.3				

Terminal Evaluation recommendation 4.				
Management response:				
Key action(s)	Time frame	Responsible unit(s)	Tracking	
			Comments	Status
4.1				
4.2				
4.3				

(Add tables, as needed)