

Terms of Reference for Project Evaluation

Final Feedback ADA, 25. April 2016

Support for Low Emission Development Strategies in South-East Europe (SLED)

Project description

Project location	Albania, FYR Macedonia, Montenegro, Serbia, Kosovo*
Project name	Support for Low Emission Development Strategies in South-East Europe (SLED)
Project reference number	8306-00/2013
Project budget	EUR 1 255 500
Donor(s)/ funding sources	Austrian Development Agency
Project duration	June 1, 2013 to December 31, 2015 (and prolongation 30 June 2016)
Implementing agency and partners	The Regional Environmental Center for Central and Eastern Europe (REC)

1. Background

The project geographically focuses on the South East Europe (SEE) region. Component 1 is implemented by REC in Albania, F.Y.R. of Macedonia, Montenegro and Serbia while Component 2 is implemented by UNDP Kosovo in Kosovo. Both project components aim to support low emission development in the target countries.

The project had two main components:

Component 1 aims at (I) providing assessments and options in the low emission development transformation of four countries in the electricity sector and (II) providing policy options in residential building energy efficiency increase for the region with replicable methodology. The time-horizon for the scenarios is 2025/2030 and the studies will identify potential mitigation measures and policies. Local stakeholders and experts were involved in the development of the scenarios and the results of the work will be introduced at workshops in the target countries as well in other fora. The project is expected to bring more detailed understanding of emission reduction potentials and costs in specific sectors of the beneficiary countries. Electricity sector related work was implemented in Serbia, Montenegro, Albania and Macedonia, while residential building energy efficiency measures were implemented only in Montenegro, Albania and Serbia. An additional component of the building sector work is in execution in relation to public building energy performance analysis.

The main purpose of the **Component 2** is to support the Government of Kosovo to mainstream climate change concerns into sectoral and overall Kosovo's development priorities, thus enabling Kosovo to deal with climate change-related issues, and consider it not only as a separate environmental issue but as an issue of sustainable development. It will increase the capacity for low emission climate resilient development strengthened at national and local level; enable development of low emission climate resilient strategy and promote sustainable energy policies and programs and enhance public awareness concerning energy efficiency. Governmental organizations, relevant civil society organizations as well as private sector actors were the target groups of **both components of the project**, which will bring benefit for the society of the target countries in general.

2. Purpose and objective of the evaluation

This end of project evaluation is commissioned by the REC, as implementing partner, following the rules of the donor (ADA) for accountability and quality assurance. The exercise is carried out in the final months of project implementation to assess the adequacy of the proposed instruments and the results achieved.

The evaluation aims to review the expected results and the achievements of the project purpose level. The evaluation will consider the overall objective of the Log frame matrix. It will also assess the effectiveness, efficiency and relevance of interventions with a view to providing conclusions and recommendations.

The evaluation will, in particular:

- seek to enhance the project purpose level by examining lessons learned;
- provide accountability to the donor by determining whether the project objectives were met and resources were wisely utilized;
- Identify areas of improvement in the project; Obtain participatory feedback from the stakeholders involved in the project.
- analyse the project logic/logical framework matrix/programme theory

The evaluation will also provide suggestions on new strategic directions for the future if needed.

The main users of the evaluation will be the project management team, the donor and the beneficiary countries.

3. Subject and focus (scope)

Unit of analysis and time period:

The evaluation will focus on the results achieved (under the project "**Support for Low Emission Development Strategies in South-East Europe (SLED)**", Contract n° 8306-00/2013 for the period 1 June 2013- 30 June 2016.

Interventions covered and target groups:

The evaluation will analyse the results achieved under Component 1 of the project both regarding electricity and residential building sector decarbonisation scenarios. The component 1 also includes an extension of Component 1, named as Component 3: Energy performance analysis of public buildings in Albania to support government investment planning. This activity will dwell till June 30th and will also have to be evaluated by the evaluation team. Regarding the Component 2 of the project, an evaluation has been commissioned by UNDP in November 2015. The evaluation team will receive the evaluation report of Component 2 and this particular component will not be subject of the present evaluation. The evaluation team will evaluate the accomplishment of the expected results, in particular for the capacity-building activities and cooperation actions, as well as the performance of the overall project management and communication. It will also cover the project's strengths and weaknesses for the target groups.

Target groups:

The project addresses and engages three different groups of stakeholders in the target countries:

- Stakeholders dealing with climate change and climate policy, environmental policy in general
- Policy makers who are dealing with building sector related policy activities as well as those who are building up a knowledge base on building energy efficiency measures

- Governmental and community officials who are dealing with energy policy and its implementation
- Engineers and architects dealing with building retrofits
- Relevant civil society organisations

Geographical scope:

The evaluation will be made both at national (Albania, Macedonia, Montenegro, Serbia) and also at regional level. National level benefits and project purpose are to be identified as primary ones for the beneficiary countries and in case of electricity sector related work need to be assessed in regional context, too. The evaluator shall contact relevant persons in the beneficiary countries and have their feedback for the main evaluation questions, in particular those related to impacts and sustainability. Interviews at national level can be made through email, phone or field visit. During the inception phase and based on the suggestion of the evaluator in the inception report, the REC and the evaluator will make joint decision if field visit(s) is to be conducted and if yes, which country(ies) will be involved.

Funds for interventions:

The evaluation will provide an analysis of the overall adequacy of funds and of whether the resources were wisely utilized,

Log frame analysis:

The intervention logic will be analyzed.

Cross-cutting issues:

The addressing of gender equality, environment and anti-corruption transparency measures will be taken into consideration in the analysis of the results. In particular, it will be checked whether the gender considerations integrated in the project document (e.g. gender disaggregation in the purpose indicators) have been addressed. The evaluation team needs to develop evaluation questions regarding the cross-cutting issues in the inception report.

The evaluation will rely on the five OECD DAC evaluation criteria (relevance, efficiency, effectiveness, impact and sustainability) complemented with additional criteria partnership and cooperation which is relevant for this project. The evaluators shall follow all the guidelines provided in the publication "Guidelines for Project and Programme Evaluations", available on the Austrian Development Cooperation website (http://www.entwicklung.at/uploads/media/Guidelines_ProjectProgramme_Evaluations_Juli_2009.pdf)

4. Main evaluation questions

1) Relevance

- How relevant is the project in the process of international climate policy trends?
- How relevant is the project to the beneficiary countries' needs and priorities/ strategic goals in the field of climate and energy policy and the EU accession process?
- Will the project result contribute/facilitate the implementation of the Paris Agreement, December 2015?
- Has the project helped to facilitate the identification of NAMAs in the electricity and building sector?

2) Efficiency

- Were activities cost-efficient?
- Was the programme or project implemented in the most efficient way compared to alternatives?
- Have all countries profited from the deliverables of the project?

3) Effectiveness

- Were the planned project purpose and expected results contained in the project document achieved? Were these objectives realistic (analysis of project logic/logframe matrix/programme theory)?
- Was the outreach of activities towards beneficiaries adequate? Were local experts involved in the work for creating project results and how did the input help to shape the final results of the project?
- If the expected results were not achieved, what measures can be suggested to the project management?
- What factors were crucial for the achievement of/failure to achieve the project objective?
- How effectively was the regional approach used in the electricity sector of this project?
- To which extent were policy recommendations for the sectoral country studies provided and also included the analytic background in two of the key sectors for policy makers?
- To which extent were the two main target groups (one regarding electricity sector and the other regarding energy efficiency in buildings) were involved in the project as planned?
- Have the challenges in beneficiary countries been identified in order to implement the project deliverables for local Energy Efficiency policies?
- Was the monitoring of the implementation of this project adequate from the project management side?

4) Impact

- To which extent did the project contribute to reach the overall objective as stated in the logframe matrix?
- Does the collaboration with UNDP gave a significant impact to the project results?
- Has the project contributed, or is it likely to contribute, to long-term social, economic and technical changes for the countries, individuals and institutions benefiting from the project?
- What is the status of project ownership in the beneficiary countries? Did it increase during the project?
- Has the awareness of low emission policy options increased in the beneficiary countries, for example, by providing the disseminated materials of the project?
- Did the political situation in one of the beneficiary countries affect the project purpose and/or the expected results?

5) Sustainability

- To what extent have sustainable partnerships been sought and established and synergies created in the delivery of assistance?
- What risks/potentials can be detected as regards to the sustainability of the expected project results?
- What were the major factors in beneficiary countries which led to the achievement or non-achievement of sustainability of the project?

- To what extent was the intervention exemplary? To what extent did it create lasting impacts?
- Did the beneficiary countries were involved in the project activities in order to use the project results after the project is finished?

5. Evaluation approach methods and budget

The evaluation will be carried out by external evaluator(s) in line with the OECD DAC Evaluation Quality Standards and following the ADC "Project and Programme Evaluation" guidelines and international standards. The kick-off meeting will be organised with the evaluator at REC in order to discuss the project deliverables and expectations.

The evaluator(s) are expected to elaborate an inception report and a final evaluation report resulting from desk research based on the available project documents and from bilateral interviews with 20 regional experts and project beneficiaries. ***The evaluator is expected to proceed with the tasks for 12,000 EUR and will have a separate travel budget (if travels will be needed based on inception report) of 1,250 EUR.***

The following evaluation phases are envisaged:

- 1) The evaluator(s) will be requested to commence the assessment with desk research, by screening the project documents and the implementation files (reports, evaluations of the project deliverables, contact lists for the beneficiary countries). A meeting with REC project team will be organised to debrief the evaluators.
- 2) Based on the information collected, a draft inception report will be prepared, which will be discussed with the project team with a view to receiving comments/clarification requests. For the report, preliminary data will be analysed also taking into account horizontal (cross-cutting) issues (e.g. gender, anti-corruption, transparency), and a final methodology will be agreed upon. The evaluators will produce the inception report in compliance with the format available as an annex in the ADC Guidelines for Project and Programme Evaluation.
- 3) The evaluator(s) will then conduct definitive information and data gathering, through whatever means approved in the inception report, and will take care to include the opinions of the beneficiary countries' representatives, project team, partners, and any other stakeholders involved in their assessment. The data collection will be followed by final data analysis and the drafting of the evaluation report
- 4) The draft final report will be sent to the project team, project beneficiaries and ADA for quality control and comments. Once the comments have been taken on board the report will be finalised and made available to the project stakeholders.

The total number of days dedicated to the task should be 37 working days, (21 working days for an evaluation for Component 1 and 16 days for Component 3) including on-the-spot visits, if applicable, with a maximum duration of ten days.

6. Timetable

	Activities	Timeline: Deadline	Chargeable work days
0.	Tender acceptance	May 30 th , 2016	NA
1.	Desk research, screening of project documents for Component 1	June 3 rd , 2016	3 days
	Inception report for Component 1	June 6 th , 2016	3 days
2.	Gathering and analyzing information in preparation for the final report for Component 1 and interviews with local experts for Component 3	June 16 th , 2016	5 days+5 days for field trip in case needed in Albania, Montenegro, Macedonia or Serbia
3	Gathering and analyzing information in preparation for the final report for Component 3	June 21 st , 2016	5days for desk and the research screening documents
4.	Draft final report completed and sent for comments and quality control for Component 1	June 26 th , 2016	5 days
4.	Draft final report completed and sent for comments and quality control for Component 3	June 28 th 2016	2 days
5.*	Final report, with comments addressed, and public dissemination for Component 1 and 3	August 8 th ,2016 (August 16 th)*	8 days

* Usual private holiday season for governmental officials is August in SEE, in case the evaluator will have some pending questions or might need additional information we secure a flexibility for final report deliverable for one week.

7. Evaluator's team and qualifications

Main qualifications required from evaluator(s):

- Profound knowledge and experience in climate policy development, with special emphasis on decarbonization, mitigation
- Proven experience in managing evaluations (a minimum of three) and has conducted similar evaluations before. Experience with the EU accession and law harmonization process.
- Understanding of economic modelling, knowledge of building sector or electricity sector scenario development
- Knowledge of the specificities of the beneficiary countries and the dynamics of political, economic, social transition, in particular linked to the energy and climate policy development.
- Proven experience in project management. International experience within the United Nations system/EU policies will be considered an asset.
- Previous experience in South Eastern Europe and of capacity-building projects.
- Excellent drafting skills.

- Fluency in English required. Knowledge of the national language(s) of the beneficiary countries will be considered an asset.

The evaluation team members must not have been involved in the design/planning, monitoring or implementation of this project.

Candidate(s) must submit to the REC an application package containing a technical offer and a financial offer in two separate sealed envelopes, together with an electronic copy of the documents on a CD. The technical offer must include a cover letter of a maximum of two pages presenting the evaluator/team and illustrating the evaluator's/team members' capacities, relevant experiences and qualifications for the envisaged tasks. For team candidates, it must be clearly visible from the offer which of the proposed evaluators will act as team leader. The cover letter should be accompanied by supporting documents (CVs, references, relevant certificates). The financial offer must be submitted in a separate envelope as the two will be assessed independently.

In order for offers to be assessed not only according to the aspect of costs, the technical offers will be assessed first by the project team at the REC, based on a pre-defined evaluation grid. The assessment team will comprise the REC staff members responsible for project implementation (maximum four people), the project director and one representative from the REC's Finance Department. The best value for money offer will be selected.

The deadline for the submission of applications is 14:00 CET on May 15th, 2016.

Offers must be sent by post to:
ATTN: Vaiva Indilaite
Regional Environmental Center
Ady Endre ut 9-11
2000 Szentendre, Hungary

8. Reports

The output of this task will be an evaluation report in English. The maximum length of the report is 40 pages with annexes. As preparation for the evaluation task and final report, it is also expected that the evaluator(s) will produce an inception report following the format defined in the ADC Guidelines for Project and Programme Evaluation.

The structure and content of the final report should meet the requirements of the ADC "Project and Programme Evaluation" guidelines and other international standards. The final draft evaluation report and final report must be structured according to the OECD/DAC criteria and the evaluation questions.

The evaluation report must:

- contain an executive summary (mandatory);
- be analytical in nature (both quantitative and qualitative);
- answers all evaluation questions;
- be structured around issues and related findings/lessons learnt;
- include conclusions; and
- include recommendations

The evaluation report will be assessed against the evaluation quality criteria of the OECD/DAC. In addition, the final report should:

- comply with these terms of reference;
- include a description and assessment of the intervention logic;
- base any conclusions and recommendations on clearly stated findings;

- include a clear methodology section (previously defined and agreed in the inception report) explaining how information was gathered, processed and analysed;
- be realistic about the lessons learnt and other recommendations, which should be clearly addressed to concrete stakeholders, partners, etc.;
- contain a list of consulted stakeholders; and
- contain a bibliography detailing all documents used, but highlighting the most important.

9. Coordination and responsibility

The evaluator(s) shall be duly responsible for fulfilling the tasks described. The REC will provide supervision and logistical support for the desk research, by making the relevant project documents available, and for setting up interviews on the spot, if applicable.

10. Annexes

Programme details.

Please consult the project website <http://sled.rec.org/>. Most documentation about the project activities is posted on this site. More detailed information, or information are not disclosed to the public, but will be made available to the selected team of evaluators.

11. List of Abbreviations

NAMAs- refer to any action that reduces emissions in developing countries and is prepared under the umbrella of a national governmental initiative. They can be policies directed at transformational change within an economic sector, or actions across sectors for a broader national focus. NAMAs are supported and enabled by technology, financing, and capacity-building and are aimed at achieving a reduction in emissions relative to 'business as usual' emissions in 2020.