UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

INDEPENDENT MID-TERM EVALUATION OF UNIDO PROJECT:

Human Security through Inclusive Socio Economic Development in Upper Egypt
(UNIDO project US/EGY/12/004 – SAP 120203, and SAP 140098)

Budget: including PSC
Contribution by UNTFHS: US$ 4,839,396
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Period covered: March 2013 to March 2015

March 2015
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Introduction, background and context

Introduction
This evaluation will assess the performance and results of project number 120203, the “Human security through inclusive socio-economic development in Upper Egypt” (HAYAT) project. It is a mid-term evaluation (expected to be conducted in the first half of 2015) of the project which has a three year duration, commencing March 2013.

Context
Recent economic and political transitions, taking place since 2011 in Egypt, have been expected to generate long-term socio-economic benefits to Egypt. Nevertheless, in the short-term, the post-revolution transition witnessed a sudden economic downturn that exacerbated both poverty and unemployment, particularly in Upper Egyptian governorates. In order to address the livelihood concerns of the poor, the Government of Egypt (GOE) initiated in 2007 the “1000 Poorest Villages Initiative”. These villages are inhabited by approximately 12 million citizens and are located in 9 governorates, 7 of which are in Upper Egypt. Approximately 50% of households in targeted villages are below the national poverty line. Recommendations from the “Initiative” included increasing agricultural productivity, improving access and quality of infrastructure, upgrading social and community services, and developing the skills of the local labor force, especially the young. However, the Situation Analysis developed in 2010 as part of the Cairo Agenda for Aid Effectiveness showed slow progress and low impact from the “Initiative”. During the post-revolution transition most development plans were at a standstill. Unsurprisingly, national statistics (from CAPMAS) indicate that between 2009 and 2011 poverty in Upper Egypt rose from 21.7% to 29.5% in urban areas and from 43.7% to 51.4% in rural areas.

From these governorates, the governorate of Minya was selected by the Ministry of Local Development, and the five implementing partner agencies of the project (UNIDO, UNWOMEN, ILO, UNHABITAT, and IOM), as the targeted governorate for the project’s interventions, due to its display of high levels of persistent poverty, as well as having the second lowest HDI ranking amongst governorates in Egypt.

Project history and rationale
Post-revolution Egypt provided a fresh opportunity for local institutions, civil society, the private sector and the international community to address in concert the complexity and interconnectedness of human security threats in a vital region of Egypt. The HAYAT project design proposed a package of interventions featuring mutually reinforcing protection and empowerment measures, designed to strengthen human security in Minya. Synergies with both governmental and development partners’ interventions are sought to maximize impact to the beneficiaries.

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1 Poor by Design, op. cit., Executive Summary.
2 Ibid.
3 Situational Analysis: Key Development Challenges Facing Egypt, 2010, Executive Summary.
5 The current proposal takes into consideration the results of the High-Level Conference on “Human Security in the Arab Region” hosted in December 2008, by the League of Arab States, organized in partnership with the Human Security Unit (OCHA) and UNESCO.
The project consists of complementary interventions that are people-centered, area-based, context-specific, prevention-oriented as well as gender-responsive. The project design was based on a thorough human security analysis, and its implementation follows a multi-sector approach for “protection and empowerment”. The project capitalizes on the combined resources of the UN agencies and works through local government, civil society partners and community structures to institute protection measures such as the establishment of an Information, Counseling and Referral Service (ICRS) in cooperation with local governments, the creation of local institutional capacity in urban planning and the institution of a Youth Volunteer Service (YVS). In parallel, a series of empowerment measures will develop the capacity of the community to become more economically active and self-sufficient, inclusive and gender responsive, and to play an active role in the creation of sustainable employment opportunities. This is attained through (i) implementation of development plans and priority interventions conceived through a Human Security Forum following the human security approach, and funded (amongst other sources) through a Human Security Fund; (ii) asset transfer combined with technical assistance to groups of poor and vulnerable women for income-generating activities; (iii) the introduction of high-productivity, environmentally friendly agricultural techniques; (iv) provision of training tailored to address personal and community security; (v) linkages to Food-for-Work and Food-for-Education programs, and (vi) training on health and nutrition issues to vulnerable mothers.

The project was developed through a consultative process between the UN, several government counterparts and civil society.

Project description

Introduction

The Governorate of Minya is the most populated in Upper Egypt, with approximately 4.6 million inhabitants, 82% of which live in rural areas. There are over 3,000 villages in the governorate, comprising more than 30% of the poorest villages of Upper Egypt. A number of assessments recently conducted under various UN programmes show high levels of unemployment and underemployment in Minya, especially in rural areas and among youth and women. The post-revolution economic downturn has triggered a rise in crime rates, food insecurity, child labor and added pressure on existing infrastructure and services as well as on local natural resources. Field work in the rural areas of Minya revealed that while a number of development programs have been completed to date, the interventions are scattered, generally not coordinated and their impact limited to the specific objective for which they were formulated.

The HAYAT project has a strong focus on strengthening economic security, as well as contributing to reducing the impact of threats to environmental, personal, community, and food security. Personal and community security are being addressed through complementary measures (such as the institution of a Youth Volunteer Service for instance) aiming at increasing communities’ social capital and enhancing cohesion and inclusiveness to favor the participation of vulnerable segments in economic and productive activities. A needs assessment and human security analysis consistently identified youth, children and women living in rural areas as the most vulnerable segments of their communities and therefore project activities were primarily geared towards these groups. Furthermore, through field visits during the project’s inception phase, it was revealed that the majority of village infrastructure and housing arrangements were in dire need of upgrading and refurbishment, including service providers such as those operating in the areas of health and education. Finally, various environmental issues were identified, such
as the means of waste disposal, burning of agricultural waste near canals and residential areas, and polluting water through dumping wastes directly into canals.

Target group(s)
The project targets the population of five lead villages in two districts of Edwa and Maghagha in the Governorate of Minya (at least 150,000 inhabitants). Direct beneficiaries (i.e. those directly engaged in project activities) are expected to be 18,000 women and men. Local NGOs are also involved in project implementation and directly benefit from capacity building activities, as well as government officials and counterparts in the local districts.

Indirect beneficiaries include the wider community, including children and youth. They will benefit from:

i) The revitalization of selected components of the local economy
ii) Upgraded neighborhoods, housing and better infrastructure and service provision;
iii) The socio-economic empowerment activities of the project and
iv) The increased human security of the environment. Local businesses will benefit from the increased availability of skilled labor and local government will benefit from a more competent pool of human resources.

Intended outputs, outcomes and impact
The project is aimed at strengthening the economic security of vulnerable communities in five mother villages and selected satellite villages in Minya through the creation of more and better employment opportunities and increased employability of the local labor force, while contributing to mitigate threats to environmental, personal, community and food security. The project is to capitalize on the combined resources of several UN agencies and work through local government, civil society partners and community structures to serve at least 18,000 beneficiaries to become more economically active and self-sufficient, and to support target communities to become more inclusive and gender responsive as they play an active role in the creation of sustainable employment opportunities; in addition, at least 10,000 people in target communities will benefit from neighborhood upgrading projects in disadvantaged areas. The project will capitalize on the combined resources of the UN agencies and will work through local government, civil society partners and community structures to:

• implement at least 20 locally conceived priority interventions to counter threats to human security, mainly in the area of economic security;
• enhance employability of at least 5,000 men and women through skills enhancement and matching with private sector needs;
• implementation of labor-intensive neighborhood upgrading projects in disadvantaged areas;
• introduction of innovative high-productivity, environmentally friendly agricultural techniques to the benefit of at least 3,300 small farmers, delivered through a value chain upgrading approach to foster market access on behalf of micro and small agricultural enterprises;
• transfer of productive assets combined with technical assistance to at least 3,000 vulnerable women for income-generating activities;
• improve access to financial services for at least 8,000 vulnerable women;
• train at least 2,000 vulnerable mothers on health and nutrition issues;
• train and organize local youth through a youth volunteer service to engage them in the implementation and scaling up of quick-impact activities.
Project logic model:


Objective 1: Strengthened economic security in target communities through creation of more and better employment opportunities and increased employability of the local labor force.

Outputs:
1.1 A Human Security forum is established as a community mechanism to identify and prioritize community needs and opportunities, formulate a community action plan through a HS approach and monitor its implementation.
1.2 A Human Security Fund (HSF) is established to enable target communities to implement at least 20 priority interventions in different domains of human security.
1.3 An Information, Counseling and Referral Services (ICRS) system is established at the community level to assess individual, community and district-level needs, and refer at least 2,000 beneficiaries to both existing services and newly tailored interventions.
1.4 Training packages and innovative support schemes are introduced to capitalize on income generating opportunities, especially in agriculture and neighborhood upgrading activities.
1.5 Productive assets are deployed to groups of poor women and most vulnerable households through Village Saving and Loan Associations (VSLA), technical assistance and complementary training.

Objective 2: Community security and personal security are enhanced through activities to develop communities’ social capital, enhance cohesion and inclusiveness.

Outputs:
2.1 A Youth Volunteer Service (YVS) is instituted to implement and scale up quick-impact activities addressing human security threats.
2.2 Awareness raising and capacity development programs are implemented to provide vulnerable groups (women, youth, children) with the knowledge and tools to reduce their vulnerability to human security threats and to participate in the development agenda of their communities.

Evaluation purpose

The purpose of this mid-term evaluation is to provide updated information to support decision making, scale up of project interventions, and improvement of implementation and progress. The information is to be communicated with the Government of Egypt, UNIDO and its implementing partner agencies. Accordingly, evaluation findings are to be shared with the various implementing partners, i.e. the relevant representatives and project staff from UNIDO, UN WOMEN, UNHABITAT, IOM, ILO, and other relevant stakeholders and governmental counterparts involved.

The specific purposes of the intermediate evaluation are to:
  a) Assess intermediate progress and deliverables based on the project’s logical framework, indicating progress against indicators. Details on the logical framework are in Annex 1
b) Identify and communicate key lessons learned based on the project’s design and progress of its implementation so far, with a forward looking approach based on improving project performance and the sustainability of results and prospects for impact; and

c) Determine major challenges and suggest appropriate solutions to overcome them.

Scope and focus of evaluation

The evaluation scope will focus on determining, systematically and objectively, the extent to which the project is relevant, efficient, effective, as well as highlight its main achievements (whether at the output level, or with regards to projected achievement at the outcome and impact level). The scope also includes measuring to which extent sustainability measures have been adopted by the project.

The evaluation is expected to cover the entire period from the beginning of the project’s inception in March 2013, till the present date of its implementation and cover all major components / outputs / activities and consider geographical locations addressed by the project (i.e. targeted villages in Edwa and Maghagha districts).

In addition to measuring implementation, outputs, and potential impact, consideration will be given towards assessing the efficiency of procurement and financial procedures, timeliness of project interventions, relevance of selection of beneficiaries, and other cross-cutting issues as indicated under the UNIDO Evaluation Policy guidelines. Finally, where applicable, emphasis on outputs and achievements that promote environmental sustainability, and gender empowerment / equity should be considered throughout the evaluation.

The evaluation team is to adopt a participatory approach throughout the assignment, consulting with stakeholders and the implementing agencies, as well as integrating their feedback during the editing and finalization of the evaluation report.

Evaluation team and composition

The evaluation will be conducted by one international evaluation consultant, who will be supported by one national consultant in Egypt, Cairo. This team will be working under the guidance of the UNIDO Evaluation Manager in EVA/ODG, in coordination with the project team and UN agency representatives.

The international consultant will be expected to visit the projects sites and to conduct interviews with various stakeholders in April 2015. Data collection is to be conducted through qualitative and, when applicable, quantitative means. The evaluation team must not have been directly involved in the design and/or implementation of the projects.

Evaluation methodology

The evaluation is to be carried out in keeping with agreed evaluation standards and requirements. More specifically it will fully respect the principles laid down in the “UN Norms and Standards for Evaluation” and Evaluation Policies of UNIDO. The standard DAC evaluation criteria should be applied, ensuring objectiveness and a reliance on a systematic approach throughout the assignment.

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7 All documents available from the websites of the UN Evaluation Group: [http://www.uneval.org/](http://www.uneval.org/)
The evaluation is to refer to other available sources and materials that are evidence-based. These include available desk research, external and/or project surveys and studies, interviews with counterparts, beneficiaries, partner agencies, donor representatives, project staff and others through data cross-validation.

An unbiased and independent approach is to be maintained throughout the evaluation. Triangulation of data sources is important, in order to ensure that evaluation findings, evaluator hypotheses, etc, are evidence based. Gender is also to be mainstreamed throughout the entire scope of the evaluation. A guidance on integrating gender can be found in Annex 5.

**Key evaluation questions**

The following section provides a listing of the key evaluation questions to be covered throughout the assignment, along with questions relating to the ISID UNIDO agenda. The evaluation team will be expected to prepare and share a more targeted and specific set of questions and appropriate data collection tools (ex: surveys, questionnaires, observation tools, etc) in the inception phase.

**Project identification and formulation**

The extent to which:

i) A participatory project identification process, including all main stakeholder groups, was instrumental in selecting problem areas and identifying which counterparts required technical support; and

ii) A clear, consistent and thematically focused logical framework approach was designed, with a realistic timeframe (with logical consistency between the project’s inputs, activities, outputs and outcomes).

**Ownership and relevance**

The extent to which:

i) Appropriate needs assessments of the targeted communities in Edwa and Maghagha were conducted during the inception period of the project, and were taken into consideration throughout project planning and implementation;

ii) The project design and deliverables are aligned with national and international, government and donor strategies and priorities;

iii) The Ministry of Local Development and its affiliates are involved throughout the project’s implementation as the main counterparts; and

iv) Local ownership and measures for sustainability have been ensured from both government counterparts and at the beneficiary level.

**Efficiency of implementation**

The extent to which:

i) There has been quality and timeliness regarding input and activity delivery from each of the implementing agencies, as compared with the project work plan;

ii) Schedule of implementation is in line with agreed upon deliverables as per the project’s work plan;
iii) Procurement services are provided as planned (timing, value, process issues, etc)
iv) There is adequate efficiency in all managerial, communication and work functions, in Cairo governorate and at the field level in Minya governorate;
v) Local resources within the targeted communities in the two districts have been mobilized/committed; and
vi) The implementing agencies coordinate with each other, involving governmental counterparts and civil society to promote successful joint implementation of the project.

Effectiveness
The extent to which:
i) Outputs have been successfully delivered, with effective outreach within the targeted communities;
ii) Project interventions have successfully improved local capacities (government, civil society, beneficiaries);
iii) Human Security Forum has been established through effective selection mechanisms and members are aware about the nature of their roles;
iv) Human Security Forum members have been effectively sensitized on human security concepts and the project approach;
v) Envisioned long term developmental and human security changes are likely to occur as a result of the project interventions;
vii) Majority of interventions focus on one or more human security domains, with linkages and synergies at the output and outcome level;
vi) An effective strategy for sustainability has been formulated and adopted throughout the project design;
viii) Implementation of project interventions supports expected increase in jobs and income generation opportunities in targeted communities;
ix) There is a high probability of having a multiplier effect that promotes further outreach of project outcomes and improved sustainability;
x) Project interventions managed are interlinked effectively amongst the different agencies to maximize benefits and impact;
xi) Project team has succeeded in building strong connections and rapport with various stakeholders in the targeted community including local civil society, governmental and private sector counterparts; and
xii) Local (community, enterprise or institutional) protection and empowerment in targeted regions were enhanced.

Prospects for achieving impact and sustainability
The evaluation should in addition measure how the project design and implementation modality provide prospects for achieving the desired outcomes and for sustaining the project's results by the beneficiaries and the host institutions after the termination of the project, and identification of developmental changes (economic, environmental, social and institutional) that are likely to occur as a result of the intervention, and how far they are sustainable. This, inter alia, should include an assessment of local commitment at various levels to resource allocation for scaling up similar interventions, and an analysis of the impact of the project.
**Project coordination and management**

The extent to which:

- National management and field coordination of the project are efficient and effective;
- Coordination, quality control and input delivery mechanisms are efficient and effective;
- Self-evaluation and monitoring over activities and deliverables have been carried out effectively based on indicators for outputs and objectives;
- Changes in planning and related documents are consistently shared between the five implementing partners; and
- An efficient mechanism of coordination between field and Cairo based staff is in place;
- Regular reporting on deliverables and activities is conducted and shared with various agencies on a regular basis.

**Recommendations**

Based on the final analysis, the mid-term evaluation should include strategic and specific conclusions and propose recommendations and further actions for the implementing partners and counterparts to improve linkages between various components, enhance deliverables which would potentially improve future impact and sustainability of interventions. This includes discussing the need for further support, and recommended improvements in design and implementation strategies.

**Timeframe and expected deliverables**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desk review and preparation of draft inception report containing work plan, key findings of the desk review, methodology, sampling technique, evaluation tools and interview guidelines</td>
<td>April 12 to April 21, 2015⁸</td>
</tr>
<tr>
<td>Sharing of first draft inception report</td>
<td>April 22, 2015</td>
</tr>
<tr>
<td>Evaluation mission (briefing of field staff, interviews, field visits and data collection, observation, etc as per inception report)⁹</td>
<td>5 working days</td>
</tr>
<tr>
<td>Meetings/In-depth interviews with Implementing agencies and revision of inception report</td>
<td>2 working days</td>
</tr>
<tr>
<td>Discussion on preliminary findings and final wrap up with implementation team</td>
<td>30 April 2015</td>
</tr>
<tr>
<td>Presentation to stakeholders / donors / governmental counterparts (Recommendations also presented specified</td>
<td>3 May 2015</td>
</tr>
</tbody>
</table>

⁸ Proposals submitted should consider vacation days during this period.
⁹ Evaluation team will need to specify if they need an independent translator to be hired by the implementing agencies beforehand
<table>
<thead>
<tr>
<th>Deliverables</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data analysis and preparation of draft evaluation report</td>
<td>5 working days</td>
</tr>
<tr>
<td>Delivery of draft report</td>
<td>10 May 2015</td>
</tr>
<tr>
<td>Revision and integration of stakeholder feedback into final draft of evaluation report – submitting final report</td>
<td>3 working days</td>
</tr>
<tr>
<td>Approval of final evaluation report</td>
<td>15 May 2015</td>
</tr>
<tr>
<td>Dissemination of report and summary of findings to all stakeholders</td>
<td>20 May 2015</td>
</tr>
</tbody>
</table>

**Deliverables:**

All following deliverables are expected in electronic format:

- Inception report including envisaged methodology and copy of data collection tools (questionnaires, surveys, and/or other tools)
- Presentation on Preliminary findings
- Draft evaluation report
- Final submitted report

**Evaluation reports must adhere to the outline provided in Annex 3.**

**Ethical principles and considerations are provided in Annex 4.**
### Annex 1: Project logical framework

<table>
<thead>
<tr>
<th>Result</th>
<th>Revised Indicator</th>
<th>Target</th>
<th>Progress to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>% change in local community development indicators(^1) at the household level in the targeted 6 mother villages (data disaggregated by age, gender, and index domains including health, food, and economic security)</td>
<td>1.1 18,000 households reveal changes in the targeted HS Domains</td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>Changes in institutional behavior in local government (changes such as increased civil society and community involvement in decision making / planning, increased allocation of resources to key identified human security domains)</td>
<td>1.2 (Qualitative)</td>
<td>Progress and recommendations on these outcome levels measure the project’s impact and are accordingly assessed during the final stages of project implementation (via the final or ex-post evaluation).</td>
</tr>
<tr>
<td>1.3</td>
<td>Number of local officers that have become conversant with the HS approach and are capable of replicating it in other disadvantaged areas</td>
<td>1.3 At least 50 local government officers</td>
<td></td>
</tr>
<tr>
<td>1.4</td>
<td>Increase in institutional capacity of local NGOs to meet their community development needs (outreach to beneficiaries, creation of a vision that and NGO mandates, increase in diversity and number of ongoing human security interventions)</td>
<td>1.4 (Qualitative)</td>
<td></td>
</tr>
</tbody>
</table>

\(^1\) The Local Community Development Indicators (LCDI) provides a snapshot of progress in various human security domains. These are namely: Economic Insecurity measured by the poverty index (lack of ownership of productive and non-productive assets) and by unemployment, Health Insecurity measured by level of health awareness and the prevailing health issues faced by households, Food Insecurity measured by the CARE Int’l “Coping Strategies Index”, and the Security Perception Index which involves household perceptions on their level of safety and security.
<table>
<thead>
<tr>
<th>Result</th>
<th>Revised Indicator</th>
<th>Target</th>
<th>Progress to date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1:</strong> Strengthened economic security in target communities through the creation of more and better employment opportunities and increased employability of the local labor force.</td>
<td>1.5 Number of community members with new or better job and income generating opportunities as a result of the HAYAT priority projects disaggregated by age and gender and current employment status (if available)</td>
<td>1.5 Targets are compiled from various interventions at the output level – priority projects, ICRS and other services.</td>
<td>Progress and recommendations on these outcome levels measure the project’s impact and are accordingly assessed during the final stages of project implementation (via the final or ex-post evaluation).</td>
</tr>
<tr>
<td></td>
<td>1.6 Number of individuals reporting change in capital asset ownership as a result of income generation interventions conducted under the project</td>
<td>1.6 (see Target 1.5)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.7 Degree of satisfaction of youth / women / micro and small scale entrepreneurs targeted by the priority projects on the benefits and results of each project and employment intervention.</td>
<td>1.7 (Qualitative)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.8 Extent to which priority projects have a) included previously marginalized groups in their developmental objectives, b) maximized geographical outreach of their interventions, c) adopted the HS integrated and multiple domain approach in their design.</td>
<td>1.8 <strong>(see as Target 1.5)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Output 1.1:</strong> A Human Security forum is established as a community mechanism to identify and prioritize community needs and opportunities, formulate a community action plan through a human security approach and monitor its implementation.</td>
<td>1.9 Formulation of Community Action Plan (CAP) by the HS Forum in line with community needs (needs indicated by Territorial Analysis, Labor Market Assessment, Baseline study and Community Assessment, and other project related studies / reports)</td>
<td>1.9 Community Action Plan formulated and revised biannually dependent on community needs</td>
<td>Community action plans are being formulated by the forum based on the baseline survey, territorial mapping, labor market assessment and the participatory needs assessment</td>
</tr>
</tbody>
</table>

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[2] Each of the 20 projects will be monitored and evaluated through the support of the HS Forum members and implementing organizations. Other considerations for monitoring projects are as follows: a) extent to which the priority projects have enhanced youth and women employability skills (verified through in-depth interviews with employers, recruitment agencies, and focus groups with youth); b) reported improvements in living conditions / health awareness / education / etc of households for those benefiting from the projects (rapid appraisals – qualitative data collection) – depending on which domain(s) will be covered by each priority project.

[3] Each priority project will be evaluated based on the five DAC criteria of efficiency, effectiveness, relevance, and indications regarding expected potential impact and sustainability within this framework.
<table>
<thead>
<tr>
<th>Result</th>
<th>Revised Indicator</th>
<th>Target</th>
<th>Progress to date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.10</strong> Types of decisions and number and outreach of activities conducted in line with action plan (with timeframe and budget) formulated through HS Forum meetings / training workshops</td>
<td>1.10**Target assigned after CAP is formulated</td>
<td>Participatory needs assessment has been conducted by each forum</td>
<td></td>
</tr>
<tr>
<td><strong>1.11</strong> Degree of satisfaction of HS Forum members with the training and capacity development provided through the project in improving their capacity to perform their roles (Kirk Patrick Approach to Training Evaluation)</td>
<td>1.11 (Qualitative)</td>
<td>Training and capacity building forum members is still ongoing</td>
<td></td>
</tr>
<tr>
<td><strong>1.12</strong> An effective M&amp;E system is put in place by HS Forum members that is in line with the project HS Fund Manual</td>
<td>1.12 M&amp;E system that follows clear reporting guidelines and timeframe is put in place and approved by project stakeholders</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Output 1.2:</strong> A Human Security Fund (HSF) is established to enable target communities to implement at least 20 priority interventions in different domains of human security.</td>
<td>1.13 Extent to which HSF disbursements are allocated effectively towards prioritized human security domains</td>
<td>1.13 Full budget allocated for HSF related interventions is disbursed</td>
<td>8 quick win projects have been implemented and assessed</td>
</tr>
<tr>
<td></td>
<td>1.14 Value and percentage of funds leveraged / mobilized from sources external to the project to cover priority project budgets</td>
<td>1.14 (To be specified)</td>
<td>Some of the quick wins have been supported by local community funds reaching up to 50% of the project’s budget</td>
</tr>
<tr>
<td></td>
<td>1.15 No. (and diversity) of sources of mobilized external funding for priority projects</td>
<td>1.15 (To be specified)</td>
<td>1 (community)</td>
</tr>
<tr>
<td><strong>Output 1.3:</strong> An Information, Counseling and Referral Services (ICRS) system is established at the community level to assess individual, community and district-level needs, and refer at least 2,000 beneficiaries to both existing services and newly tailored interventions.</td>
<td>1.16 Number of referrals facilitated for unemployed beneficiaries as a result screening, registration and counseling services supported by the project (disaggregated by age group and gender) (A successful referral is linking a candidate to a suitable vacancy (that meets his experience) within the specific location(s) s/he has selected)</td>
<td>1.16 At least 2,000 referrals are facilitated from targeted areas</td>
<td>The office is currently being set up and the assessment of the establishment of a satellite office in Edwa is ongoing.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Result</th>
<th>Revised Indicator</th>
<th>Target</th>
<th>Progress to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.17</td>
<td>Degree of satisfaction of youth / women that received the ICRS services (relevance of potential jobs to their skill sets, actual opportunities for interviews / consideration, employment initiatives and events)</td>
<td>1.17(Qualitative)</td>
<td></td>
</tr>
<tr>
<td>1.18</td>
<td>Number of targeted beneficiaries aware of formal recruitment services available and accessible to them</td>
<td>1.18 At least 3000 targeted beneficiaries are informed of services available</td>
<td></td>
</tr>
<tr>
<td>1.19</td>
<td>Extent to which the established ICRS are sustainable in terms of a) a financial scheme established and adopted by local counterparts and b) an outreach office at the governorate and district level has been established with sufficient and sustainable resources allocated (human and financial)</td>
<td>1.19Sustainability: 1.19.1 A mechanism is drafted and adopted/applied by governmental counterparts 1.19.2 Offices established and operational</td>
<td></td>
</tr>
<tr>
<td>1.20</td>
<td>No. of farmers trained by project on best agricultural practices (disaggregated by age group and gender)</td>
<td>1.201,800 farmers receive capacity building (500 are youth aged 18 – 30, majority of which are male)</td>
<td>500 farmers have received capacity building training</td>
</tr>
<tr>
<td>1.21</td>
<td>Results of training workshop indicate positive feedback from farmers at the four levels of the Kirk Patrick Model.</td>
<td>1.21(Qualitative)</td>
<td></td>
</tr>
<tr>
<td>1.22</td>
<td>No. of farmers and/or existing productive clusters/groups that have applied for financial services developed in collaboration with local financial service providers (to finance productive activities / models such as greenhouses)</td>
<td>1.22(To be specified based on investment opportunities identified)</td>
<td>8 farmer groups have resorted to informal financial service providers such as traders for the establishment of greenhouses</td>
</tr>
<tr>
<td>1.23</td>
<td>No. of youth and local officers trained on participatory planning for neighborhood upgrading</td>
<td>1.23 50 government officials and community representatives disaggregated by age and gender</td>
<td></td>
</tr>
</tbody>
</table>

**Output 1.4:** Training packages and innovative support schemes are introduced to capitalize on income generating opportunities, especially in agriculture and neighborhood upgrading activities.
<table>
<thead>
<tr>
<th>Result</th>
<th>Revised Indicator</th>
<th>Target</th>
<th>Progress to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.24</td>
<td>No. of micro-entrepreneurs provided with business coaching services</td>
<td>1.24 150 entrepreneurs trained and coached by the project</td>
<td>12 have been trained</td>
</tr>
<tr>
<td>1.25</td>
<td>Results of business coaching indicate positive feedback from micro-entrepreneurs with under the four levels of the Kirk Patrick Model.</td>
<td>1.25 Qualitative</td>
<td></td>
</tr>
<tr>
<td>1.26</td>
<td>No. of beneficiaries that have benefitted from neighborhood upgrading interventions</td>
<td>1.2610,000 beneficiaries</td>
<td>Over 3000 beneficiaries have benefitted from the quick wins</td>
</tr>
<tr>
<td>1.27</td>
<td>No. of youth beneficiaries received skills enhancement trainings courses</td>
<td>1.27 400 youth trained</td>
<td></td>
</tr>
<tr>
<td>1.28</td>
<td>No. of beneficiaries integrated into a VSLA (disaggregated by age)</td>
<td>1.28 8000 beneficiaries (majority of whom are female)</td>
<td>Over 350 women engaged in village savings and loan associations</td>
</tr>
<tr>
<td>1.29</td>
<td>No. of women that have received direct technical assistance in the form of business coaching / productive assets for income generation (disaggregated by age)</td>
<td>1.29 30000 women</td>
<td></td>
</tr>
<tr>
<td>1.30</td>
<td>No. of VSLA groups formed and functioning</td>
<td>1.30 500 VSLA groups formed</td>
<td>27 groups have been established</td>
</tr>
<tr>
<td>1.31</td>
<td>No. and type of income generating opportunities established by the average VSLA</td>
<td>1.31 (To be specified)</td>
<td></td>
</tr>
<tr>
<td>1.32</td>
<td>No. of mothers trained on child nutrition and public health issues</td>
<td>1.32 2000 mothers attend awareness campaigns</td>
<td></td>
</tr>
<tr>
<td>1.33</td>
<td>Level of increase in awareness notable in a sample of targeted women (nutrition and public health)</td>
<td>1.33 Qualitative</td>
<td></td>
</tr>
<tr>
<td>1.34</td>
<td>Decrease in % of households that have been subject to or witnessed violence and conflicts in their immediate surroundings</td>
<td>1.34 (To be specified as a percentage of total households)</td>
<td></td>
</tr>
<tr>
<td>1.35</td>
<td>Increase in % of households that report feeling safer in their respective communities</td>
<td>1.35 See Target 1.33</td>
<td></td>
</tr>
</tbody>
</table>

**Output 1.5:** Productive assets are deployed to groups of poor women and most vulnerable households through Village Saving and Loan Associations (VSLA), technical assistance and complementary training.

**Objective 2:** Community security and personal security are enhanced through activities to develop communities’ social capital, enhance cohesion and inclusiveness.
<table>
<thead>
<tr>
<th>Result</th>
<th>Revised Indicator</th>
<th>Target</th>
<th>Progress to date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Output 2.1:</strong> A Youth Volunteer Service is instituted to implement and scale up quick-impact activities addressing human security threats.</td>
<td>1.36 No. of youth trained through the YVS scheme (Disaggregated by topic of training, age, and gender)</td>
<td>1.36 400 youth trained. (partially linked with 1.24 above. Some beneficiaries of this activity can result from the above activity)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.37 Results of YVS training workshops indicate positive feedback from youth with under the four levels of the Kirk Patrick Model.</td>
<td>1.37 Qualitative</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.38 No. of beneficiaries directly benefiting from YVS activities and small projects (disaggregated by age and gender)</td>
<td>1.38 (To be specified) – At least 50 youth</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.39 No. of people participating in sensitizing sessions (disaggregated by topic, age and gender)</td>
<td>1.39 2000 beneficiaries</td>
<td></td>
</tr>
<tr>
<td><strong>Output 2.2:</strong> Awareness raising and capacity development programs are implemented to provide vulnerable groups (women, youth, children) with the knowledge and tools to reduce their vulnerability to human security threats and to participate in the development agenda of their communities.</td>
<td>1.40 # and types of events organized addressing issues of relevance to marginalized and excluded groups</td>
<td>1.4020 community events organized – involving 1000 beneficiaries</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.41 No. of people participating in awareness raising and capacity development programs (disaggregated by topic, age and gender) (Target: 1,000 people)</td>
<td>1.41 *Same as 1.39</td>
<td></td>
</tr>
</tbody>
</table>
Annex 2: Baseline study | Summary of findings

A baseline study was undertaken throughout the project’s first year of implementation to track key indicators under the various human security domains targeted by the project, namely, economic security, food security, health security and community and personal security. Through surveys conducted with a sample of 2,500 households, selected over a wide geographical coverage of the districts of Edwa and Maghagha, the project team was able to arrive at some key conclusions.

**Economic insecurity / Poverty**

Two indicators were considered to assess the level of economic insecurity in the studied communities, namely productive asset ownership and employment status. In the targeted communities, the poor are quite poor, and usually suffer from both lack of ownership of assets and lack of a stable source of income, whether from employment or other income generation opportunities. On the other hand the rich are very well off, usually owning agricultural land (an average of 7 to 9 feddan ownership) and/or other productive assets, as well as being often employed in a relatively stable job. Statistically, 60 per cent of Edwa inhabitants and 67 per cent of Maghagha are below the poverty line, showing a deprived economy and low opportunities for improving their livelihoods. Ninety two per cent of the total household sampled don’t have any significant ownership of productive assets, and the unemployment rates are high, where 19 per cent of adults seeking employment in Edwa and 22 per cent in Maghagha are unemployed, and even 31 and 48 per cent of those employed from Edwa and Maghagha usually work in unstable jobs for intermittent periods of time, affecting the stability of their household income and overall status of economic security.

**Health insecurity**

Not many households seek diagnosis and treatment through local health services, whether due to their ability to afford and hence access better quality services outside their immediate district, or due to the unavailability of health service providers in the area. The majority of households reported that health physicians and practitioners are rarely available in local public health units, and that nurses are not qualified and/or lack the legal capacity to diagnose and prescribe medication to patients. As a result, and combined with the deteriorated conditions of health related infrastructure, the studied population are disease ridden, with a large percentage suffering from non-communicable chronic conditions such as diabetes (23.6 per cent), hypertension (20.6 per cent), and Rheumatism or other forms of cartilage inflammation (10.9 per cent) from households that sought some form of diagnosis for their conditions (36 per cent of total sampled households).

For communicable diseases, over 11 per cent of the community suffer from Hepatitis C, a series threat on health and often fatal if untreated. At least one member in 43 per cent of households have been diagnosed with the condition, and many more are unaware of its communicable nature. These diseases, along with the need to seek often unaffordable health services, tax the most vulnerable households and significantly reduce their economic security, as well as their capacity to improve their livelihoods in the future. It is therefore no surprise that the majority of households do not attempt to visit any health facilities except in emergencies, accidents or if they suffer from a serious and undiagnosed condition. Seeking treatment is another issue, where less than 10 per cent of households that sought health services purchased all prescribed medications.
Child mortality is another issue, where 164 out of 1000 households in Edwa and 152 out of 1000 households in Maghagha reported a child death in the family. Such figures are quite high, compared with the regional average indicated by the WHO (World Health Organization: Department of Health Statistics and Informatics of the Innovation, Information, Evidence and Research Cluster, 2011) of 72 deaths per 1000 children in the Middle East. Causes of death were either “natural” (51 per cent of total responses), or due to illnesses (44 per cent of total responses). Very few respondents stated cases of death during or immediately after childbirth.

**Food insecurity**

Measuring the level of food insecurity in the communities was conducted through the coping strategy index promulgated by agencies such as CARE International. Findings revealed that although the majority of families could cope with shortages in food quantities, the quality of nutrition is quite poor, where the majority do not consume balanced nutritious and hygienic food, settling for cheap food alternatives in most cases. Furthermore, despite households’ capacity to cope with food shortages, over 86.3 per cent have suffered from low access to foods throughout the year. Food subsidies are available, however, very few civil society or private institutions have been involved in related support interventions, beyond the basic Ramadan staple food packages, distributed to very few households.

**Social cohesion and community insecurity**

Surveying households revealed that the majority of community members do not feel secure, with very few linkages with social groups, NGOs and other support institutions. However, the reason for this insecurity was not crime (rare in the studied districts), but mainly financial and food related troubles. Families perceive themselves as unable to predict a stable income for their household, and do not view many opportunities for generating income without external guidance and support. Although some businesses have successfully been established in the districts, entrepreneurship is very low, and many youth resort to seeking jobs outside the district, and sometimes outside the governorate. Over ten per cent of households had serious plans to move outside their districts, with the majority stating that the main reason was to seek employment elsewhere.
### Annex 3: Financial disbursements as of September 2014

<table>
<thead>
<tr>
<th>Implementing Organisation</th>
<th>Total funds received to date (A)</th>
<th>Total expenditure to date (B)</th>
<th>Funds Remaining (A-B)</th>
<th>Delivery rate (B/A*100)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNIDO (UNTFHS)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1st instalment</td>
<td>123000</td>
<td>123,000</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td>2nd Installment</td>
<td>841,070</td>
<td>263,090</td>
<td>577,979</td>
<td>31</td>
</tr>
<tr>
<td><strong>UNIDO (SDC fund)</strong></td>
<td>505,072</td>
<td>504,375</td>
<td>696</td>
<td>99.9</td>
</tr>
<tr>
<td><strong>UNIDO (Japan Fund)</strong></td>
<td>749,190</td>
<td>330,757</td>
<td>419,242</td>
<td>44</td>
</tr>
<tr>
<td><strong>ILO</strong></td>
<td>410,880</td>
<td>410,880</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td><strong>UNHABITAT</strong></td>
<td>298,316</td>
<td>119,772</td>
<td>178,544</td>
<td>40</td>
</tr>
<tr>
<td><strong>UNWOMEN</strong></td>
<td>338,655</td>
<td>338,655</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td><strong>IOM</strong></td>
<td>242,141</td>
<td>229,225</td>
<td>12,916</td>
<td>95</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,508,324</td>
<td>2,219,755.9</td>
<td>1,289,378.1</td>
<td>63</td>
</tr>
</tbody>
</table>
Annex 4: Evaluation report template

Template for in-depth evaluation report

i. Table of Contents

ii. Acknowledgements

iii. Acronyms and Abbreviations

iv. Glossary of Evaluation Terms

v. MAP

vi. Executive Summary
   a. Introduction and Background
      i. Introduction
      ii. Background (include a project factsheet, project formulation process, project structure, objectives, donors - and their specific requirements/objectives, e.g. the project’s priorities and guidelines - counterparts, timing, cost etc – everything that is not an ‘assessment’ and provides background to make the reader understand what the project was/is about.)

vii. Evaluation purpose, scope and methodology
   a. Purpose
   b. Scope
   c. Methodology
   d. Limitations of the Evaluation

viii. Project Context
   a. Overall situation and trends (national and regional context that is relevant to the project area)
   b. Government strategies and policies (both local and regional)
   c. Donor and Implementing partner strategies and frameworks (and how they are tied to the project)

ix. Assessment
   a. Design (including logical framework assessment)
   b. Ownership and Relevance
   c. Efficiency
   d. Effectiveness (including reference to the logical framework)
   e. Prospects for Achieving Impact and Sustainability
   f. Management (details of managerial arrangements and assessment)
   g. Crosscutting issues such as gender and environmental issues

x. Conclusions, Challenges and Recommendations
   a. Conclusions
   b. Challenges
   c. Recommendations (Strategies and Specific)

xi. Annex A. Terms of Reference

xii. Annex B List and contacts for Organizations/Individuals Interviewed

xiii. Bibliography

xiv. Logical Framework

xv. Evaluation Tools

xvi. Evaluation Matrix

xvii. Interview Guidelines
Title: International project evaluator

Main Duty Station and Location: Home-based

Mission/s to: Cairo, Egypt

Start of Contract (EOD): April 2015


Number of Working Days: Approximately 30 working days

The consultant will evaluate the projects according to the Terms of Reference. S/he will act as leader of the evaluation team and will be responsible for preparing the draft and final evaluation report, according to the standards of the UNIDO Office for Independent Evaluation.

Under the direct supervision of the International Evaluator and in close coordination with the project team in Egypt, the expert is expected to conduct the following duties:
<table>
<thead>
<tr>
<th>MAIN DUTIES</th>
<th>Concrete/ measurable outputs to be achieved</th>
<th>Expected duration</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Conduct a desk study of the project document &amp; other relevant documents.</td>
<td>Inception report including evaluation methodology, questionnaires and mission plan submitted.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Design a suitable initial evaluation methodology including a detailed field assessment plan and draft inception report.</td>
<td></td>
<td></td>
<td>Home</td>
</tr>
<tr>
<td>3. Conduct a field assessment and data collection, and present preliminary findings to stakeholders</td>
<td>Necessary findings collected.</td>
<td></td>
<td>Egypt</td>
</tr>
<tr>
<td>4. Detailed analysis of assessment results and follow-up surveys, as required.</td>
<td>Preliminary results submitted and follow-up surveys conducted.</td>
<td></td>
<td>Home</td>
</tr>
<tr>
<td>5. Submit final draft of evaluation report, following the integration of feedback from project implementing partners</td>
<td>Final report submitted</td>
<td></td>
<td>Home</td>
</tr>
<tr>
<td>6. Supervise and provide guidance to the work of National Evaluation Consultant</td>
<td></td>
<td></td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
REQUIRED COMPETENCIES

Core values:
1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:
1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

Management competencies:
1. Strategy and direction
2. Managing people and performance
3. Judgment and decision making
4. Conflict resolution

MINIMUM ORGANIZATIONAL REQUIREMENTS

• Advanced university degree in social science related disciplines including development studies, development economics, and international relations, with training in research and evaluation methodologies;
• Minimum 10 years of proven professional experience in project evaluation of socioeconomic thematic programmes / projects and associated methodologies in both quantitative and qualitative analysis;
• Proven track record in evaluation of UN projects.

Absence of Conflict of Interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Office for Independent Evaluation.
**United Nations Industrial Development Organization**

**Terms of Reference for Personnel**

**Under Individual Service Agreement (ISA)**

*Human Security through Inclusive Socio Economic Development in Upper Egypt*  
(UNIDO project 120203 and 140098)

Budget: including PSC  
Contribution by UNTFHS: US$ 4,839,396  
Contribution by Swiss Development Cooperation (SDC): US$ 533,395  
Contribution by Japanese Government: US$ 749,190

Period covered: March 2013 to March 2015

<table>
<thead>
<tr>
<th>Title:</th>
<th>National evaluation consultant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Duty Station and Location:</td>
<td>Home-based (Egypt)</td>
</tr>
<tr>
<td>Mission/s to:</td>
<td>N/A</td>
</tr>
<tr>
<td>Start of Contract (EOD):</td>
<td>April 2015</td>
</tr>
<tr>
<td>Number of Working Days:</td>
<td>Approximately 15 work days</td>
</tr>
</tbody>
</table>

The National Evaluation Consultant will assist the International Project Evaluator in various activities related to the project.

The consultant will evaluate the projects according to the Terms of Reference. S/he will assist the International Project Evaluator in preparing the draft and final evaluation report, according to the standards of the UNIDO Office for Independent Evaluation.

Under the overall supervision of the Evaluation Officer of the UNIDO Office for Independent Evaluation in Vienna HQ and under the direct supervision of International Project Evaluator in close the project team in Egypt, the National Evaluation Consultant is expected to:
<table>
<thead>
<tr>
<th>MAIN DUTIES</th>
<th>Concrete/measurable outputs to be achieved</th>
<th>Expected duration</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assist the International Project Evaluator in designing the evaluation methodology including a detailed field assessment plan and draft inception report.</td>
<td>Inception report including evaluation methodology, questionnaires and mission plan submitted</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Provide the information and documents collected. Provide further data and information as requested by the International Project Evaluator and jointly prepare a project evaluation report.</td>
<td>Data, information and documents submitted.</td>
<td>Continuous</td>
<td>Egypt</td>
</tr>
<tr>
<td>Organize, coordinate and contribute to the field assessment mission including making necessary arrangements and appointments for the mission.</td>
<td>Expected outputs of the mission achieved.</td>
<td>7 days</td>
<td></td>
</tr>
<tr>
<td>Contribute to the detailed analysis of assessment results and follow-up surveys.</td>
<td>Analysis of assessment result conducted</td>
<td>3 days</td>
<td></td>
</tr>
<tr>
<td>Undertake tasks as directed by the International Project Evaluator.</td>
<td>Project evaluation prepared</td>
<td>Continuous</td>
<td></td>
</tr>
</tbody>
</table>
REQUIRED COMPETENCIES

Core values:
1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:
1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

MINIMUM ORGANIZATIONAL REQUIREMENTS

- Advanced university degree in social science related disciplines including development studies, development economics, political science, international relations, and peace studies, with training in social research methodologies;
- Minimum 7 years of experience in project evaluation of conflict-affected populations and societies and its methodologies in both quantitative and qualitative analysis;
- Proven track record in evaluation of international organization projects;
- Languages: Fluency in written and spoken English;

The evaluation approach and other details are given in the project evaluation TOR.

Absence of Conflict of Interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Office for Independent Evaluation.

Annex 6: Guidance on integrating gender in evaluations of UNIDO projects and programmes

Introduction

Gender equality is internationally recognized as a goal of development and is fundamental to sustainable growth and poverty reduction. The UNIDO Policy on gender equality and the empowerment of women and its addendum, issued respectively in April 2009 and May 2010 (UNIDO/DGB(M).110 and UNIDO/DGB(M).110/Add.1), provides the overall guidelines for establishing a gender mainstreaming strategy and action plans to guide the process of addressing gender issues in the Organization’s industrial development interventions.

According to the UNIDO Policy on gender equality and the empowerment of women:

*Gender equality* refers to the *equal rights, responsibilities and opportunities of women and men and girls and boys*. *Equality does not suggest that women and men become ‘the same’ but that women’s*
and men’s rights, responsibilities and opportunities do not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. It is therefore not a ‘women’s issues’. On the contrary, it concerns and should fully engage both men and women and is a precondition for, and an indicator of sustainable people-centered development.

**Empowerment of women** signifies women gaining power and control over their own lives. It involves awareness-raising, building of self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discriminations and inequality.

**Gender parity** signifies equal numbers of men and women at all levels of an institution or organization, particularly at senior and decision-making levels.

The UNIDO projects/programmes can be divided into two categories: 1) those where promotion of gender equality is one of the key aspects of the project/programme; and 2) those where there is limited or no attempted integration of gender.

Evaluation managers/evaluators should select relevant questions depending on the type of interventions.

**2. Gender responsive evaluation questions**

The questions below will help evaluation managers/evaluators to mainstream gender issues in their evaluations.

**2.1 Design**

- Is the project/programme in line with the UNIDO and national policies on gender equality and the empowerment of women?
- Were gender issues identified at the design stage?
- Did the project/programme design adequately consider the gender dimensions in its interventions? If so, how?
- Were adequate resources (e.g., funds, staff time, methodology, experts) allocated to address gender concerns?
- To what extent were the needs and priorities of women, girls, boys and men reflected in the design?
- Was a gender analysis included in a baseline study or needs assessment (if any)?
- If the project/programme is people-centered, were target beneficiaries clearly identified and disaggregated by sex, age, race, ethnicity and socio-economic group?
- If the project/programme promotes gender equality and/or women’s empowerment, was gender equality reflected in its objective/s? To what extent are output/outcome indicators gender disaggregated?

**2.2 Implementation management**

- Did project monitoring and self-evaluation collect and analyse gender disaggregated data?
- Were decisions and recommendations based on the analyses? If so, how?
• Were gender concerns reflected in the criteria to select beneficiaries? If so, how?
• How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries?
• If the project/programme promotes gender equality and/or women’s empowerment, did the project/programme monitor, assess and report on its gender related objective/s?

2.3 Results
• Have women and men benefited equally from the project’s interventions? Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g., division of labour, decision making authority)?
• In the case of a project/programme with gender related objective/s, to what extent has the project/programme achieved the objective/s? To what extent has the project/programme reduced gender disparities and enhanced women’s empowerment?