Terms of Reference
for the
Independent Thematic Evaluation of the
UNIDO Renewable Energy Trust Fund

July 2014
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I. Introduction and background

The independent thematic evaluation of the Renewable Energy Trust Fund (RETF) was planned in the Work Programme of the UNIDO Office for Independent Evaluation 2014/2015. This evaluation follows the evaluation of the other two trust funds: Trade Trust Fund (TTF) and Africa (accelerated) agri-business and agro-industries development initiative (3ADI).

The renewable energy trust fund (RETF) for productive activities was established in compliance with the decision GC.13/Decision 15(h) from the 13th General Conference from 2009, using part of the amount of unutilized balances of appropriations of technical cooperation programmes of Member States in 2010, with main objective being to support the formulation, design and implementation of a concrete portfolio of projects and programmes to scale up the use of renewable energy for productive uses in developing countries and economies in transition. The RETF was to be a strategic initiative that would promote programmatic approaches and partnerships through concrete renewable energy projects with main focus on technology demonstration, policy frameworks and capacity building for productive uses with measurable results and impacts on the ground.¹

Access to reliable, secure, and cost-effective energy supply and services based on renewable energy is essential for achieving sustainable industrial development and poverty reduction, as energy is a critical input for economic growth and environmental sustainability, directly linked to the key global challenges that the world faces today, such as climate change.

Many developing countries and countries with economies in transition are endowed with substantial renewable energy resources in terms of hydro, wind, solar, geothermal, biomass (particularly in the agro processing sector) including agro waste and biofuels, that are variably distributed across continents, with some regions blessed with all forms of energy potential. There are major untapped opportunities for scaling up the application of renewable energy for productive uses and industrial development. Yet, despite an increased interest in harnessing the vast potential of renewable energy to meet growing energy needs, business-as-usual scenarios depict an energy future largely dominated by fossil fuels, with many countries continuing to suffer from inadequate energy generation capacity, limited electrification, low power consumption, unreliable services, and high energy costs, due to numerous challenges and barriers.

The RETF is being used primarily to support the formulation of concrete projects at a national level for promotion of activities aiming at:

(i) Addressing key barriers such as policy, technical, financial and capacity to scale up renewable energy for productive uses;
(ii) Augmenting rural energy to promote income generation activities;
(iii) Promoting private sector investments in renewable energy;

¹ Progress Report on the UNIDO RETF, November 2011
(iv) Leveraging funding from the Global Environment Facility (GEF), European Union (EU) and other funding mechanisms; and
(v) Strengthening energy and climate security.

The projects being developed under the RETF would also develop methodologies and tools for training, capacity building, mainstreaming social and economic impacts including gender dimensions, and effective monitoring of results and impacts of renewable energy projects. Successful piloting of renewable energy projects formulated under the RETF would result in promotion of renewable energy markets in the beneficiary countries, which would greatly help moving forward with enhanced access to modern energy and energy services based on renewable technologies for the productive sector, thereby boosting the volume and competitiveness of productive activities, and promoting economic growth and wealth creation, thus supporting the achievement of the Millennium Development Goals (MDGs).

The overall strategic goal of the renewable energy trust fund is to contribute to sustainable development through increasing energy access and energy security in developing countries through the deployment of renewable energy technologies. The main objective of the fund is to support member states in the formulation, design and subsequent implementation of a portfolio of concrete strong projects to scale up the use of renewable energy for productive uses in developing countries and economies in transition. In addition, the RETF would also facilitate development of methodologies and tools, and organizing training workshops for capacity building at the national / regional level.

The expected outcomes from the RETF project can be summarized as:
• A large portfolio of concrete projects formulated (at least 10 PIFs securing over US$25 million from GEF);
• Access to modern energy and energy services for the productive sector in target countries increased based on renewable energy resources; and
• Renewable energy markets promoted, developed and/or strengthened in beneficiary countries.

The most recent document prepared as an update on the fund (IDB.41/11, Chapter I) highlights the total funding generated. To date, the trust fund amounts to the value of about €1,072,138 (including support costs). The expected outcomes of the activities under the RETF are finalization and submission of over 10 concrete projects to promote renewable energy for productive uses and industrial applications, and the same have been overreached. These projects leveraged GEF funds to the tune of US$25 million (which has also been exceeded to US$39 million) and attracted five times more the amount for total project costs, including co-financing from other funding sources such as the EU, private sector and national and other multi/bilateral partners (details are presented in Table 2).

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2 Project document on Renewable Energy Trust Fund, p. 7
3 Please see the RETF Logical Framework (part of the Project Document for the RETF) as part of Annex 6
As stated in the logical framework given for the RETF, the key outputs from the RETF project will consist of:

- A systematic and transparent methodology and screening mechanism for selecting beneficiary country projects for promoting renewable energy;
- A portfolio of at least ten renewable energy projects (Project Identification Forms (PIFs) / Full-size projects (FSP)) in selected countries aimed at scaling up renewable energy and energy services for productive uses; and
- Project concepts (PIFs) submitted for securing funding (e.g. GEF) and co-financing from various sources.

UNIDO’s activities in achieving various outputs were expected to be:

- Receive and assess member states’ request;
- Develop a systematic and transparent scoring and screening tool for selecting projects;
- Undertake pre-feasibility studies and carry out field visits and hold initial stakeholder consultations;
- Map renewable energy potential resources and carry out need assessments through diagnostic studies;
- Carry out socio-economic analyses;
- Identify potential funding sources and secure co-financing commitments;
- Apply methodology to screen beneficiary countries and select;
- Carry out detailed consultation with all relevant key stakeholders for selected projects;
- Formulate detailed concepts (PIFs) for promoting application of proven and cost effective renewable energy technologies, and linking them with concrete productive opportunities;
- Process and submit concepts (PIFs) and project documents for securing funding to the donor (e.g. GEF) and/or other co-funding sources identified (European Union (EU), private sector and national and other multi/bilateral partners);
- Mobilize and secure funding for preparatory Project Preparation Grant (PPG) phase and start implementation;
- Process and submit project documents for funding to the donor (e.g. GEF) and/or other funding sources identified (private sector and national and other multi/bilateral partners);
- Implement, monitor, evaluate and report on full size projects; and
- Promote dissemination of best practices and knowledge management.

Donors were invited to make contributions to this trust fund. These contributions could be, if so desired, limited to specific regions or purposes, for instance for technical and economic analysis and advice only. Details of the donors’ contributions can be found in Annex 2. In the Bibliography (Annex 1), reference is made to the project document for the Renewable Energy Trust Fund prepared by the Energy and Climate Change Branch (ECC) of UNIDO.

Given UNIDO’s expertise in project development and implementation, the organization is in a very unique position to utilize the funds of the RETF to develop
and subsequently leverage co-financing for implementation of various projects in renewable energy for productive activities.

In order to achieve the main objectives of the RETF, in-house expertise was used in developing a systematic methodology and screening mechanisms for selecting potential projects; working with key stakeholders and partners in formulating concrete project concepts (including Project Identification Forms - PIFs) and full scale documents; submit developed PIFs to the GEF and other funding organizations; mobilizing and securing funding for selected projects; initiating implementation of funded projects, and carrying out their subsequent monitoring and evaluation. Only in the GEF-5 project development cycle, UNIDO has received over fifteen requests from member states for a variety of renewable energy and energy efficiency projects.

In the past funds money for the RETF has been administered and approved by the Approval and Monitoring Committee (AMC). After AMC has issued the authorization, the Renewable and Rural Energy Unit (RRE) / ECC can issue the Project Allotment Document (PAD) for the Project Preparatory Assistance or the Project from the RETF. The future approval procedure for funds of the RETF after the ceasing of the existence of AMC is still unclear.

RRE/ECC does regular reporting on the RETF to the UNIDO Industrial Development Board (IDB) and to the Programme and Budget Committee (PBC). Specific reporting per project, if any, is done only upon request of a Member State.

Implementation Status of the follow-up GEF and non-GEF projects originating from the RETF

Since its establishment, a total number of 31 projects have been approved that are directly or indirectly deriving from the Renewable Energy Trust Fund. Fourteen direct RETF financed Preparatory Assistance Projects amounting in total to €945,020 (a detail tentative list is presented in Annex 3) were implemented. In Annex 4 is shown a detailed list of the thirteen GEF Projects which generated GEF financing of US$39.7 million, and total project budget (including co-financing) of almost US$225 million for which preparation seed money were used from the Project 5: “Preparatory Assistance for Development of Renewable Energy P” shown in Annex 3. Four non-GEF Projects with a financing of US$10.7 million and total project budget of US$28.5 million deriving directly from the Preparatory Assistance projects (shown in Annex 5) are currently under implementation. The list of 31 directly or indirectly from RETF funded projects, which are related to the RETF-funded projects has a total RETF

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4 Interview with Sabine Kuchner-Folkhard on 26.06.2014.
5 This table contains only 14 direct projects for which the RETF was used, the 3 new pipeline projects for Bosnia and Herzegovina, Uganda and Myanmar from 2014 are not included in this table yet as they are in the approval phase, they should be added in the Thematic Evaluation Inception Report.
6 The information on the financing and co-financing of the non-GEF projects should be amended within the Inception Report. It was agreed not to include the three additional pipeline non-GEF projects (SAP ID 130032, 130276, and 130289) which are now in the project preparatory phase. There are four non-GEF Full Size Projects (FSPs) under implementation at the moment.
funds allocated to about US$51.66 million, with total project budget including financing and co-financing of US$254.8 million.

One non-GEF project funded by the Austrian Development Agency (ADA) with €1.8 million is the Southern African Center for Renewable and Energy Efficiency (SADCREEE) that will be established as subsidiary organization of Southern African Development Community (SADC) region. The Caribbean Center for Renewable Energy and Energy Efficiency (CCREEE) for the Caribbean Region, funded with US$1 million by the Government of Austria is currently in its preparatory phase. The Japanese Government funds two other projects in Ethiopia and Kenya with US$5 million for promoting rapid deployment and dissemination of new low carbon low emission clean energy technologies, products, services and systems, and the project of US$1 million for promotion of ultra-low head micro hydropower mini-grids to increase access to energy for productive uses in rural areas.\(^7\)

II. Budget Information

Detailed information on the main donors and the contributions they have made to the RETF is given in Annex 2: “Donors and their contributions to the RETF”. Table 1 presents the contributions received since the establishment of the RETF, the disbursements per year and the RETF funds available:

Table 1: Allocation, disbursements\(^8\) and funds available from the RETF\(^9\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Allocation (€)</th>
<th>Disbursement (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>€ 649,576</td>
<td>€ 14,371</td>
</tr>
<tr>
<td>2011</td>
<td>€ 367,962</td>
<td>€ 372,900</td>
</tr>
<tr>
<td>2012</td>
<td>€ 54,536</td>
<td>€ 413,780</td>
</tr>
<tr>
<td>2013</td>
<td>€ 0</td>
<td>€ 110,069</td>
</tr>
<tr>
<td>2014</td>
<td>€ 0</td>
<td>€ 33,900</td>
</tr>
<tr>
<td>Total</td>
<td>€ 1,072,074</td>
<td>€ 945,020</td>
</tr>
</tbody>
</table>

RETF Funds available (€) € 127,054

1): In 2013 no contributions were received/assigned to the TF Renewable Energy
2): In 2014 no contributions yet assigned.

Source: Finance SAP, June 2014

\(^7\) The information on the financing and co-financing of the non-GEF projects should be amended within the Inception Report.

\(^8\) Disbursements include the amounts spent for Project Preparatory Assistsances in the particular year plus 13% PSC (Project Support Costs). Allocations signify the donor contributions for the respective year.

\(^9\) This table contains only 14 direct projects for which the RETF was directly used, the 3 new projects that are in the pipeline for Bosnia and Herzegovina, Uganda and Myanmar (total budget of €61,802, and therewith the balance available for programming of the RETF will be €65,308) from 2014 are not included in this table yet as they are in the approval phase, they should be added in the Thematic Evaluation Inception Report.
To date, the disbursed budget from RETF has been used in 14 project preparatory assistances, amounting to €945,020, and the available funds for further projects is €127,054 (for details please see comment 9 on page 7).

Table 2 shows that, since its establishment, a total number of 31 projects (14 preparatory assistance projects from the RETF, 13 follow-up GEF projects and 4 follow-up non-GEF projects) have been approved.

Table 2: Projects approved and financed directly as project preparatory assistance from the RETF, follow-up related GEF RETF projects, and follow-up related non-GEF RETF projects

<table>
<thead>
<tr>
<th>Number of Projects</th>
<th>Funding Received</th>
<th>Total Project Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparatory Assistance Projects Approved and Financed directly from the Renewable Energy Trust Fund (RETF)</td>
<td>14</td>
<td>€945,020</td>
</tr>
<tr>
<td>Follow-Up Related GEF Renewable Energy Fund Trust Fund (RETF) Projects</td>
<td>13</td>
<td>US$39,704,000</td>
</tr>
<tr>
<td>Follow-Up Related non-GEF Renewable Energy Trust Fund (RETF) Projects</td>
<td>4</td>
<td>US$10,671,161</td>
</tr>
<tr>
<td>Total</td>
<td>31*</td>
<td>US$51,660,388</td>
</tr>
</tbody>
</table>

*Indicative numbers only, to be verified by the evaluation

(Excerpt: Energy and Climate Change Branch, SAP June 2014)

III. Rationale and purpose of the evaluation

The evaluation of the Renewable Energy Trust Fund (RETF) was included in the ODG/EVA Work Programme for 2014. The purpose of the evaluation are to:

- Generate information on the results and functions of the RETF and its suitability as a planning and project development;
- Assess the relevance of the RETF to the Inclusive and Sustainable Industrial Development (ISID) agenda; and
- Provide learning on the Renewable Energy Trust Fund to feed in for the future development of Trust Funds.

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10 Total Project Costs includes both financing and co-financing for the full-size GEF and non-GEF projects.
11 The 3 new pipeline projects for Bosnia and Herzegovina, Uganda and Myanmar are not included in this table. They should be included in the Inception Report for this Thematic Evaluation of the RETF.
13 Four non-GEF Full Size Projects (FSPs) are under implementation at the moment, however there are also three more projects from the non-GEF projects, that should be included in the Inception Report for this Evaluation.
The primary objectives of the thematic evaluation are to:

- Assess the efficiency and effectiveness of RETF implementation the RETF and achieving stated results; is the RETF achieving its objectives?
- Assess the performance of the RETF as a fund for development and implementation of Renewable Energy Projects; and
- Provide information about best practices and challenges in implementing the RETF and, if relevant, actionable recommendations on how to strengthen and simplify the modalities of the appraisal, approval and reporting processes; and
- Assess the RETF, procedures and management including in comparison with the other UNIDO Trust Funds (3ADI, TTF, Food Security Trust Fund, etc.).

The key users of this evaluation will be UNIDO management, the staff of the UNIDO Energy and Climate Change Branch, other UNIDO branches operating trust funds, as well as current and potential donors to the RETF and/or other UNIDO trust funds.

The key question of the thematic evaluation on the RETF is to what extent the trust fund is achieving its expected results, i.e. to what extent has the renewable energy trust fund contributed to sustainable development through increasing energy access and energy security in developing countries through the deployment of renewable energy technologies. Furthermore, it should assess to what extent the renewable energy trust fund has supported member states in the formulation, design and subsequent implementation of a portfolio of concrete strong projects to scale up the use of renewable energy for productive uses in developing countries and economies in transition.

IV. Scope and focus of the evaluation

The time period to be covered by the evaluation is the period since the establishment of the Renewable Energy Trust Fund in 2010 until September 2014.

The focus of the thematic evaluation will be:

1. Assessment of the RETF as a funding mechanism;
2. Assessment of the RETF using the Development Assistance Committee (DAC) evaluation criteria (Relevance, Effectiveness, Efficiency, Sustainability and Impact); and
3. Desk review and portfolio analysis of the fourteen preparatory assistance projects financed directly from the RETF.

1. Assessment of the RETF as a funding mechanism

This part will assess to what extent the RETF has been used and is useful as a project planning, and development tool and been attuned to the needs of the organization. Has the RETF been adhered to, have identified priorities been acted upon, have the RETF supported management and decision-making and did it contribute to identifying new renewable energies projects with its help?

The evaluation will build on the RE Trust Fund Implementation Reports, UNIDO Annual Reports and thematic evaluations, such as UNIDO Projects for the Promotion of Small Hydro Power for Productive Use, UNIDO's contribution to the Millennium Development Goals and the thematic evaluation of the UNIDO Trade Trust Fund.
2. Assessment of the RETF using the Development Assistance Committee (DAC) evaluation criteria (Relevance, Effectiveness, Efficiency, Sustainability and Impact).

This part will follow the structure and content of the RETF using the Development Assistance Committee (DAC) evaluation criteria (Relevance, Effectiveness, Efficiency, Sustainability and Impact). Specific attention will be given to the results-based targets included in the RETF and related to the three thematic priorities of UNIDO at the formulation of the RETF; the achievement of the goals of UNIDO’s energy portfolio is to promote the transfer of innovative and low-carbon technologies through demonstration, scaling up and replication of locally relevant renewable energy and energy efficiency solutions. Another key area of assistance by UNIDO to member states has been in the promotion of investment in renewable energy technologies, particularly from the private sector. To this effect the Renewable and Rural Energy programme (RRE) in the ECC Branch has been promoting renewable energy technologies and markets for productive uses and income generation activities. Specific attention will be given to what extent new programme initiatives were launched, keeping in mind that the RETF was designed as a flexible tool and be able to respond to changes in the Organization’s operating environment and the development needs of Member States. An assessment of crosscutting issues mentioned above will equally be conducted.

Findings from the Independent Thematic Review of UNIDO Projects for the Promotion of Small Hydro Power for Productive Use, as well as findings of all Renewable Energies project evaluations would also be taken into consideration wherever relevant. The exact scope of the evaluation will be defined in the inception report.

3. Desk review and portfolio analysis of the fourteen preparatory assistance projects financed directly from the RETF

A desk review, including a portfolio analysis of funded projects along a list of criteria that will be defined in the Inception Report (type of projects, substance areas covered, regional focus, budget, management, etc.) will be conducted. The Portfolio Analysis (Review) will be done for all projects for which funding from the RETF was used. The desk review will be complemented with interview with the corresponding Project Managers. No field mission is planned.

The portfolio analysis will examine if the RETF-funded projects lead to other main Energy and Climate Change Branch projects. The analysis will show if joint activities with international organizations (Sustainable Energy for All (SE4ALL), International Renewable Energy Agency (IRENA), United National Environment Programme (UNEP), United National Development Programme (UNPD) have been realized.

V. Key evaluation issues and questions

A. The Renewable Energy Trust Fund (RETF)

(i) Relevance of the RETF to UNIDO and donors

To what extent:
- Is the RETF relevant to donors and their priorities?
- Is the RETF relevant to UNIDO and its member states priorities?
• Is the trust fund modality, in principle, a relevant tool to achieve the objectives set out in the RETF Project Document? How does it compare to other UNIDO modalities and what are the strengths and weaknesses?
• How important is the RETF for UNIDO?
• Is the RETF an active funding mechanism for UNIDO at the moment? How are the donors’ contributions for the RETF developing?
• As UNIDO has other resources for Preparatory Assistance (PAs), how important is the RETF for UNIDO's own Programmable Resources or Resourcing? Did they all fit with the purpose for RETF? To what extent have the funded projects been aligned with the goals?
• Are the objectives of the RETF aligned to UNIDO’s mandate and programmatic objectives?

(ii) Design of the RETF
• How was the intervention logic of the RETF designed?
• Were sound and good Results Based Management (RBM) principles applied in the design of the RETF?
• Have lessons from other trust funds been taken into consideration during the formulation or its subsequent modifications?
• Is the RETF Project Document clearly formulated, including criteria for eligibility?

(iii) Management of the RETF
To what extent:
• Were the projects in line with the purpose and objectives of the RETF?
• Were projects formulated based on the logical framework approach and included appropriate output and outcome indicators within a realistic timeframe?
• Did criteria for approval of projects funded by RETF exist? To what extent were they applied?
• Was there clarity, awareness and understanding of eligibility and selection criteria for the preparatory assistance projects from the RETF in UNIDO?
• Have the available funds been utilized within a reasonable timeframe?
• Was the RETF implemented according to the RETF Project Document?
• Were the modalities for appraisal and approval of RETF-funded Renewable Energies Projects adequate, clear, effective and efficient? Were the reporting processes of the RETF adequate and how frequent was the reporting to Member States on the RETF? Details on the modalities for appraisal and approval should be written in the Inception Report for the Evaluation.

(iv) Results and potential impact of the RETF using the DAC criteria of evaluation
To what extent:
• Has the RETF achieved its objectives?
• Have individual projects achieved their objectives?
• Has the RETF strengthened UNIDO’s capacity to provide assistance in the Renewable Energy Sector to member states?

(v) Gender and environment
• Have gender aspects been considered in the appraisal, implementation, formulation, management of the RETF, and will it benefit with participation fostered?
• Did the projects contain the aspect of environmental sustainability?
• Extent to which the RETF has considered (mainstreamed) the environmental sustainability?

VI. Evaluation approach and methodology

The evaluation team will carry out a desk review of available information on Trust Funds (guiding documents, evaluations, etc.). The desk review will include a relevant sample of external trust funds (i.e. those of other agencies) as well as other UNIDO trust funds and will provide an analysis of trends and developments of TFs with a view to detecting future demands and requirements of UNIDO RETF (future outlook).

In terms of data collection the evaluation team will use different methods ranging from a desk review (an indicative bibliography is given in Annex 1) to interviews with UNIDO managers looking at the portfolio in its entirety and individual projects.

Interviews will be made with the Project Managers, management of the Energy and Climate Change Branch, Director of Energy and Climate Change (ECC) Branch, Managing Director Programme Development and Technical Cooperation (PTC), and Staff of the funds mobilization unit, Director Trade Capacity Building (TCB) Branch, and Approval and Monitoring Committee (AMC) Secretariat.

Strength, Weaknesses, Opportunities and Threats (SWOT) analysis will be conducted of the Trust Funds as a funding modality, with a special emphasis on the RETF.

Based on the information collected through interviews and desk review the evaluation team will analyse and review the original logical framework of the UNIDO RETF. This theory will map out how inputs and activities should have logically led to outputs, outcomes and impacts. This will enable the evaluation to determine in how far the design of RETF and its activities are adequate, whether they are consistent with the RETF Project Document and with UNIDO’s thematic priorities.

The evaluation team will ensure that the findings are evidence based. This implies that perceptions, hypotheses and assertions obtained in interviews will be validated through cross checks and triangulation of sources.

While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all
stakeholders. These include government counterparts, involved private sector representatives, other UN organizations, multilateral organizations, bilateral donors, beneficiaries as well as UNIDO regular and project staff.

The concrete mix of methods will be further detailed as needed in the inception report.

VII. Timing

The evaluation is scheduled to take place between September and December 2014.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Estimated date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desk Review and Portfolio Analyses by members of evaluation team</td>
<td>September/October 2014</td>
</tr>
<tr>
<td>Initial interviews at HQ to assess scope</td>
<td>September/October 2014</td>
</tr>
<tr>
<td>Inception report</td>
<td>September/October 2014</td>
</tr>
<tr>
<td>Presentation of preliminary findings at HQ</td>
<td>October 2014</td>
</tr>
<tr>
<td>Drafting of report</td>
<td>October 2014</td>
</tr>
<tr>
<td>Collection and incorporation of comments</td>
<td>November 2014</td>
</tr>
<tr>
<td>Issuance of final report</td>
<td>November 2014</td>
</tr>
<tr>
<td>Issuance of the synthesis report on all three TFs</td>
<td>December 2014</td>
</tr>
</tbody>
</table>

VIII. Evaluation team

The evaluation team will include:
1. One senior international evaluation consultant who will act as team leader with responsibility for the evaluation report and who will cover assessments of the evaluation issues outlined in sections IV and V of the TOR.
2. One senior international evaluation consultant to carry out research, data and portfolio analysis and to coordinate with the Evaluation team the conducting of the evaluation according to the ToR.

The members of the evaluation team will be contracted by UNIDO. The tasks of the team leader are specified in the job description attached to this ToR in Annex 6.

All members of the evaluation team must not have been involved in the design and/or implementation, supervision and coordination of any intervention to be assessed by the evaluation and/or have benefited from the programmes/projects under evaluation.

One member of UNIDO’s Office for Independent Evaluation (ODG/EVA) will manage the evaluation and will act as a focal point. Additionally, the UNIDO ECC will support the evaluation team.

IX. Evaluation process and reporting

The detailed evaluation plan, including details of the methodologies to be applied, detailed interview guidelines, literature review for the portfolio analysis, and/or use of
survey instruments will be presented by the team leader in the **inception report**, following the review of documents and interviews at UNIDO HQ.

The evaluation team will present its preliminary findings to the UNIDO managers involved in the renewable energy trust fund as well as other branches operating trust fund(s) and other stakeholders at UNIDO Headquarters. A draft evaluation report will be circulated for comments. The reporting language will be English. The draft outline of the evaluation report is contained in Annex 8.

**Review of the draft report:** The draft report will be shared with UNIDO management and project managers for initial review and consultation. They may provide feedback on any error of fact and may highlight the significance of such errors in conclusions. The evaluators will take comments into consideration when preparing the final version of the evaluation report.

**X. Deliverables**
- Inception Report
- Presentation of preliminary findings to counterparts and HQ staff
- Draft Report – October 2014
- Final Evaluation Report on the Renewable Energy Trust Fund

**XI. Quality assurance**

All UNIDO evaluations are subject to quality assessments by the UNIDO Evaluation Group. Quality control is exercised in different ways throughout the evaluation process (briefing of consultants on ODG/EVA methodology and process, review of inception report and evaluation report). The quality of the evaluation report will be assessed and rated against the criteria set forth in ODG/EVA quality checklist for evaluation reports as presented in Annex 9.

**XII. Annexes**

1. Bibliography
2. Donors and their contributions to the RETF
3. Projects (Project Preparatory Assistances) for which direct funds from RETF were used
4. List of approved and under implementation GEF projects derived from the Preparatory Assistance for Development of Renewable Energy Projects of the RETF funds
5. List of non-GEF projects derived from RETF funds that are currently under implementation
7. Job descriptions for evaluation team members
8. Evaluation report outline
9. Checklist on the quality of the evaluation report
Annex 1: Bibliography

- UNIDO. (2011). UNIDO institutional support for the United Nations Secretary-General’s initiative on sustainable energy for all.
- UNIDO. Training Manual on Sustainable Energy Regulation and Policymaking for Africa.
- All related UNIDO IDB PBC Reports since the beginning of the RETF.
- Project documents of individual Renewable Energy projects.
- Project progress reports and self-assessments.
- Back-to-office reports of project managers.
- Renewable Energy reports from different sources.
- UNIDO Strategies, in particular with regard to Renewable Energy Capacity Building.
- UNIDO. 2010. Independent thematic review. UNIDO Projects for the Promotion of Small Hydro Power for Productive Use.
- UNIDO. 2014. Preparatory and first operational phase of the ECOWAS Regional Centre for Renewable Energy and Energy Efficiency (ECREEE) ADA / AECID / ECOWAS/ UNIDO.
- Other evaluations (As standards should be stated in the Bibliography to be used for this thematic evaluation).
Annex 2: Donors and their contributions to the RETF\textsuperscript{14}

<table>
<thead>
<tr>
<th>Country</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013 \textsuperscript{1)}</th>
<th>2014 \textsuperscript{2)}</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Italy</td>
<td>€ 121,505.80</td>
<td>€ 17,723.54</td>
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<td>€ 139,229.34</td>
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<td>Israel</td>
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<td>Portugal</td>
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<td>Spain</td>
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<td>€ 33,393.75</td>
<td>€ 37,631.92</td>
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<td>€ 71,025.67</td>
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<tr>
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<td>€ 96,070.00</td>
<td>€ 31,923.75</td>
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<td>€ 147,524.17</td>
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<td>Norway</td>
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<td>€ 56,376.50</td>
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<td>€ 72,880.42</td>
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<td>€ 15,917.18</td>
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<td>€ 22,465.75</td>
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<td></td>
<td>€ 98,154.17</td>
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<td>Finland</td>
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<td>€ 49,793.75</td>
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<tr>
<td>Australia</td>
<td></td>
<td>€ 24,470.00</td>
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<td></td>
<td></td>
<td>€ 24,616.69</td>
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<tr>
<td>Republic of Korea</td>
<td>€ 15,000.00</td>
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<td></td>
<td></td>
<td></td>
<td>€ 15,000.00</td>
</tr>
<tr>
<td>Poland</td>
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<td>India</td>
<td>€ 9,471.85</td>
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<td>Turkey</td>
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<td>Ireland</td>
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<td>€ 7,880.53</td>
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<tr>
<td>South Africa</td>
<td>€ 7,209.35</td>
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<td>€ 7,209.35</td>
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<tr>
<td>New Zealand</td>
<td>€ 5,728.14</td>
<td>€ 21,087.00</td>
<td></td>
<td></td>
<td></td>
<td>€ 26,815.14</td>
</tr>
<tr>
<td>Rest Countries (Member States)</td>
<td>€ 75,511.30</td>
<td>€ 4,625.25</td>
<td>€ 0.00</td>
<td>€ 0.00</td>
<td>€ 0.00</td>
<td>€ 80,136.55</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>€ 649,576.39</td>
<td>€ 367,961.71</td>
<td>€ 54,536.19</td>
<td>€ 0.00</td>
<td>€ 0.00</td>
<td>€ 1,072,074.29</td>
</tr>
</tbody>
</table>

Source: Finance SAP June 2014, Agresso Total TC

\textsuperscript{14} For 2013 and 2014 it is still not decided if there will be Member States Contributions made to the RETF.
Annex 3: Projects (Project Preparatory Assurances) for which direct funds from RETF were used

<table>
<thead>
<tr>
<th>Projects (Project Preparatory Assurances) for which funding of RETF was used</th>
<th>Released Budget (a) excluding 13% Project Support Costs (PSC)</th>
<th>Expenditure (c+d)</th>
<th>Funds Available (a-b-c-d)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant</td>
<td>Sponsored Program</td>
<td>EUR</td>
<td>EUR</td>
</tr>
<tr>
<td>1</td>
<td>TECMR12002_TF Renewable Energy</td>
<td>110035-0-01-01</td>
<td>47,820.00</td>
</tr>
<tr>
<td>2</td>
<td>Industr. Competitiveness Through Biomass</td>
<td>100286-1-01-01</td>
<td>22,380.00</td>
</tr>
<tr>
<td>3</td>
<td>TEIND12004_TF renewable energy</td>
<td>110040-0-03-02</td>
<td>44,760.00</td>
</tr>
<tr>
<td>4</td>
<td>RAF - Establishing a SADCREEE Centre PA</td>
<td>120253-0-01-03</td>
<td>50,000.00</td>
</tr>
<tr>
<td>5*</td>
<td>Preparatory Assistance for Development of Renewable Energy P</td>
<td>103155-1-01-01</td>
<td>330,000.04</td>
</tr>
<tr>
<td>6</td>
<td>Preparatory assistance - Solar powered business information</td>
<td>103001-0-01-01</td>
<td>12,718.03</td>
</tr>
<tr>
<td>7</td>
<td>TERAS12005_TF renewable energy</td>
<td>106049-1-03-01</td>
<td>76,849.44</td>
</tr>
<tr>
<td>8</td>
<td>Tanzania GEF 5 PPG: Waste to energy</td>
<td>120319-0-01-02</td>
<td>38,600.00</td>
</tr>
<tr>
<td>9</td>
<td>IVC - Promoting RE based grids rural</td>
<td>100186-1-04-01</td>
<td>37,750.00</td>
</tr>
<tr>
<td>10</td>
<td>TEGLO_120601_TF Renewable Energy</td>
<td>120601-0-01-01</td>
<td>20,000.00</td>
</tr>
<tr>
<td>11</td>
<td>TEKEN_130032_TF renewable energy</td>
<td>130032-0-01-01</td>
<td>27,406.00</td>
</tr>
<tr>
<td>12</td>
<td>TEIND_120182_TF Renewable Energy</td>
<td>120182-1-01-02</td>
<td>53,097.00</td>
</tr>
<tr>
<td>13</td>
<td>TFR1 A_130276_TF for renewable energy</td>
<td>130276-0-02-01</td>
<td>50,000.00</td>
</tr>
<tr>
<td>14</td>
<td>TEGLO_130289_TF Renewable Energy</td>
<td>130289-1-01-01</td>
<td>30,000.00</td>
</tr>
<tr>
<td>Overall Result</td>
<td></td>
<td></td>
<td>841,380.51</td>
</tr>
</tbody>
</table>

Source: Energy and Climate Change Branch, SAP June 2014

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15* From the Preparatory Assistance for Development of Renewable Energy Projects derived 13 GEF Projects
### Annex 4: List of approved and under implementation GEF projects derived from the Preparatory Assistance for Development of Renewable Energy Projects of the RETF funds

<table>
<thead>
<tr>
<th>Project Manager</th>
<th>Country</th>
<th>Region</th>
<th>GEF ID</th>
<th>GEF Cycle</th>
<th>Status</th>
<th>RETF used</th>
<th>Title</th>
<th>Total GEF Grant ($ Mio)</th>
<th>Agency Fee ($ Mio)</th>
<th>GEF Contributi on ($ Mio)</th>
<th>Co-financing ($ Mio)</th>
<th>Total Project Cost ($ Mio)</th>
<th>GEF PPG ($ Mio)</th>
<th>UNIDO PPQ ($ Mio)</th>
<th>UNIDO cofinanci ng MSP/FSP ($ Mio)</th>
<th>Approval Date PIF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utzack</td>
<td>Albania</td>
<td>ECA</td>
<td>5342</td>
<td>GEF 5</td>
<td>PIF approved</td>
<td>PrePIF - TEUGLO11030</td>
<td>Biomass energy for productive use for SMEs in the olive oil sector</td>
<td>1.070</td>
<td>0.093</td>
<td>0.927</td>
<td>4.507</td>
<td>5.434</td>
<td>0.050</td>
<td>0.025</td>
<td>0.050</td>
<td>31 Jul 2013</td>
</tr>
<tr>
<td>Thomas</td>
<td>Cambodia</td>
<td>Asia</td>
<td>6421</td>
<td>GEF 6</td>
<td>PIF approved</td>
<td>PrePIF - TEGLIO11030</td>
<td>Reduction of GHG emission through promotion of commercial biogas plants</td>
<td>1.698</td>
<td>0.147</td>
<td>1.500</td>
<td>8.230</td>
<td>9.730</td>
<td>0.050</td>
<td>0.050</td>
<td>0.060</td>
<td>26 Nov 2013</td>
</tr>
<tr>
<td>Singh</td>
<td>Cameroon</td>
<td>AFR</td>
<td>4785</td>
<td>GEF 5</td>
<td>PIF approved</td>
<td>PrePIF-TEGLIO11030 Co-financing PPG TECMR12002</td>
<td>Promoting integrated biomass and small hydro solutions for productive uses in Cameroon</td>
<td>2.266</td>
<td>0.206</td>
<td>2.000</td>
<td>10.000</td>
<td>12.000</td>
<td>0.060</td>
<td>0.060</td>
<td>0.060</td>
<td>7 Jun 2012</td>
</tr>
<tr>
<td>Zetsche</td>
<td>Chile</td>
<td>RLA</td>
<td>5335</td>
<td>GEF 5</td>
<td>PIF approved</td>
<td>PrePIF - TEGLIO11030</td>
<td>Promoting the development of biogas energy amongst select small- and medium sized agro-industries</td>
<td>1.933</td>
<td>0.168</td>
<td>1.715</td>
<td>8.665</td>
<td>10.380</td>
<td>0.050</td>
<td>0.040</td>
<td>0.060</td>
<td>1 Jul 2013</td>
</tr>
<tr>
<td>Draeck</td>
<td>Côte d’Ivoire</td>
<td>AFR</td>
<td>4005</td>
<td>GEF 4</td>
<td>MSP under implementation</td>
<td>Co-financing MSP - TEIVC12004</td>
<td>Promoting Renewable Energy Based Mini-Grids in Rural Communities for Productive Uses</td>
<td>1.005</td>
<td>0.091</td>
<td>0.864</td>
<td>3.877</td>
<td>4.741</td>
<td>0.050</td>
<td>0.050</td>
<td>0.050</td>
<td>28 Jan 2010</td>
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<tr>
<td>Zetsche</td>
<td>Dominican Republic</td>
<td>RLA</td>
<td>4747</td>
<td>GEF 5</td>
<td>MSP under implementation</td>
<td>PrePIF-TEGLIO11030 Co-financing PPG TEDOM12002</td>
<td>Stimulating industrial competitiveness through biomass-based, grid-connected electricity generation</td>
<td>1.496</td>
<td>0.136</td>
<td>1.300</td>
<td>7.620</td>
<td>8.920</td>
<td>0.060</td>
<td>0.030</td>
<td>0.060</td>
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<td>Ghoneim</td>
<td>Egypt</td>
<td>AFR</td>
<td>4790</td>
<td>GEF 5</td>
<td>PIF approved</td>
<td>PrePIF - TEGLIO11030</td>
<td>Promoting low-carbon technologies for cooling and heating industrial applications</td>
<td>7.205</td>
<td>0.625</td>
<td>6.500</td>
<td>41.650</td>
<td>48.150</td>
<td>0.080</td>
<td>0.050</td>
<td>0.060</td>
<td>12 Apr 2013</td>
</tr>
<tr>
<td>Drieck</td>
<td>India</td>
<td>Asia</td>
<td>5087</td>
<td>GEF 5</td>
<td>PIF approved</td>
<td>PrePIF - TEGLO11030</td>
<td>Organic waste streams for industrial applications in India</td>
<td>3.737</td>
<td>0.324</td>
<td>3.333</td>
<td>18.215</td>
<td>21.548</td>
<td>0.080</td>
<td>0.060</td>
<td>0.075</td>
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<tr>
<td>Thomas</td>
<td>Kenya</td>
<td>AFR</td>
<td>5154</td>
<td>GEF 5</td>
<td>PIF approved</td>
<td>PrePIF - TEGLIO11030</td>
<td>Sustainable conversion of waste to clean energy for GHG emission reduction</td>
<td>2.310</td>
<td>0.210</td>
<td>2.000</td>
<td>9.572</td>
<td>11.572</td>
<td>0.100</td>
<td>0.020</td>
<td>0.060</td>
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<tr>
<td>Drocol</td>
<td>Madagascar</td>
<td>AFR</td>
<td>6317</td>
<td>GEF 6</td>
<td>PIF approved</td>
<td>PrePIF - TEGLIO11030</td>
<td>Increased energy access for productive use through small hydropower development in rural areas</td>
<td>3.235</td>
<td>0.294</td>
<td>2.856</td>
<td>14.150</td>
<td>17.006</td>
<td>0.085</td>
<td>0.040</td>
<td>0.060</td>
<td>7 Nov 2013</td>
</tr>
<tr>
<td>Thomas</td>
<td>Nigeria</td>
<td>AFR</td>
<td>5375</td>
<td>GEF 5</td>
<td>PIF approved</td>
<td>PrePIF - TEGLIO11030</td>
<td>Scaling up small hydro power (SHP) in Nigeria</td>
<td>3.000</td>
<td>0.260</td>
<td>2.690</td>
<td>14.870</td>
<td>17.560</td>
<td>0.050</td>
<td>0.050</td>
<td>0.060</td>
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<td>Thomas</td>
<td>Tanzania</td>
<td>AFR</td>
<td>4673</td>
<td>GEF 5</td>
<td>PIF approved</td>
<td>PrePIF-TEGLIO11030 Co-financing PPG TCUTIT12008</td>
<td>Promotion of waste-to-energy applications in agro-industries</td>
<td>5.060</td>
<td>0.533</td>
<td>5.277</td>
<td>26.455</td>
<td>31.732</td>
<td>0.050</td>
<td>0.050</td>
<td>0.060</td>
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<td><strong>Total</strong></td>
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<td></td>
<td><strong>39.704</strong></td>
<td><strong>3.532</strong></td>
<td><strong>35.327</strong></td>
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<td><strong>224.964</strong></td>
<td><strong>0.845</strong></td>
<td><strong>0.585</strong></td>
<td><strong>0.790</strong></td>
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</tbody>
</table>

Source: Energy and Climate Change Branch, SAP June 2014

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16 All 13 GEF projects derived from the Project 5 of Annex 2 of the RETF funds - Preparatory Assistance for Development of Renewable Energy Projects
Annex 5: List of non-GEF projects derived from RETF funds that are currently under implementation

<table>
<thead>
<tr>
<th>Project Manager</th>
<th>Country</th>
<th>SAP ID</th>
<th>Status</th>
<th>RETF used</th>
<th>Title</th>
<th>Total Funds rec'd</th>
<th>Total Project Cost</th>
<th>Project Funds ($)</th>
<th>Total Project Costs ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mhlanga</td>
<td>RAF</td>
<td>120386</td>
<td>Under implementation</td>
<td>PA TERA12020</td>
<td>Establishment and first operating phase of the SADCREEE Centre</td>
<td>euro 1,800,000</td>
<td>euro 14,938,000</td>
<td>2,448,000</td>
<td>20,315,680</td>
</tr>
<tr>
<td>Singh</td>
<td>RAS</td>
<td>106049</td>
<td>Under implementation</td>
<td>co-financing - Teras12005</td>
<td>Promotion and transfer of marine current exploitation technology in China and South-East Asia - RETF contribution</td>
<td>euro 634,677</td>
<td>euro 634,677</td>
<td>863,161</td>
<td>863,161</td>
</tr>
<tr>
<td>Aoki</td>
<td>India</td>
<td>120182</td>
<td>Under implementation</td>
<td>PA TE IND</td>
<td>Promoting low-head micro hydropower mini- grids</td>
<td>euro 1,000,000</td>
<td>1,360,000</td>
<td>1,360,000</td>
<td></td>
</tr>
<tr>
<td>Sugiura</td>
<td>GLO</td>
<td>120601</td>
<td>Under implementation</td>
<td>PA TE GLO</td>
<td>UNIDO-METI TT Programme</td>
<td>USD 6,000,000</td>
<td>6,000,000</td>
<td>6,000,000</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td><strong>10,671,161</strong></td>
<td><strong>28,538,841</strong></td>
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<td></td>
</tr>
</tbody>
</table>

Source: Energy and Climate Change Branch, SAP June 2014.

---

17 These four non-GEF Full Size Projects (FSPs) are under implementation at the moment, however there are also three more projects from the non-GEF projects that should be included in the Inception Report for this Evaluation. It was agreed with Sabine Kuchner on 26.06.2014 not to include the three additional non-GEF projects (SAP ID 130032, 130276, and 130289) which are now in the project preparatory phase.
### Annex 6: Logical framework from the Project Document of the Renewable Energy Trust Fund

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Intervention logic</th>
<th>Verifiable indicators</th>
<th>Sources of verification</th>
<th>Risks/ Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>To contribute to sustainable development through increasing energy access and energy security in developing countries through the deployment of renewable energy technologies.</td>
<td>Establishment of enabling environments and markets for renewable energy technologies in the target countries</td>
<td>National statistics</td>
<td>Willingness of host countries to continue to work with UNIDO</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase in the diversity and competitiveness of the productive sector in target countries</td>
<td>Human Development reports</td>
<td>Energy access and renewable energy remain a priority for the host governments</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increased share of renewable energy in the energy mix of target countries</td>
<td>Energy Development and Access Indices</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Appropriate management and technical capacity base to support the growth and role of renewable energy for energy access and security</td>
<td>Renewable energy technologies transfer and development in target countries</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Immediate Objective</th>
<th>Intervention logic</th>
<th>Verifiable indicators</th>
<th>Sources of verification</th>
<th>Risks/ Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>To support member states in the formulation, design and subsequent implementation of a portfolio of concrete projects to scale up the use of renewable energy for productive uses. In addition, RETF would also facilitate development of methodologies and tools, and organizing training workshops for capacity building at the national / regional level.</td>
<td>A target of formulating at least 10 projects for securing US$25 million from the GEF and various multilateral, bilateral and private sector financiers</td>
<td>Successful PIFs approved within the UNIDO system</td>
<td>Close cooperation continues with the GEF and other agencies and potential funding organisations</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Project documents submitted to the GEF for CEO endorsement</td>
<td>Success in mobilising and assuring co-funding of successful GEF projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>UNIDO PAD issuances</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Intervention logic</th>
<th>Verifiable indicators</th>
<th>Sources of verification</th>
<th>Risks/ Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>A large portfolio of concrete projects formulated (at least 10 PIFs securing over US$25m from GEF)</td>
<td>Over US$25m mobilized for the portfolio of projects supported</td>
<td>National statistics</td>
<td>Selected projects will be approved by the GEF</td>
<td></td>
</tr>
<tr>
<td>Increased access to modern energy and energy services for the productive sector in target countries based on renewable energy resources</td>
<td>Clearly defined policy and regulatory frameworks promoting investments in renewable energy technologies</td>
<td>Energy Development and Access Indices</td>
<td>Selected projects fully funded and implemented in the target countries</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase in the number of independent power producers and mini electricity grids based on</td>
<td>Policy documents and feed in tariffs in beneficiary countries</td>
<td></td>
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<td></td>
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</tbody>
</table>

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18 p.14-16 from the Project Document on the Renewable Energy Trust Fund
<table>
<thead>
<tr>
<th>Intervention logic</th>
<th>Verifiable indicators</th>
<th>Sources of verification</th>
<th>Risks/ Assumptions</th>
</tr>
</thead>
</table>
| • Renewable energy markets promoted, developed and/or strengthened in beneficiary countries  
• In-house synergies enhanced in project development and implementation | renewable energy resources  
• Number of productive activities arising from the interventions in the beneficiary countries  
• Number of projects prepared and/or implemented through inter-disciplinary involvement | • AG and AMC | • Having enough projects requiring inter-disciplinary participation |
| **Outputs** | a systematic and transparent methodology and screening mechanism for selecting beneficiary country projects  
a portfolio of at least ten renewable energy projects in a number of member states aimed at scaling up renewable energy and energy services for productive uses.  
• Project concepts (PIFs) and detailed project documents submitted for GEF and other donor for funding and co-financing | A systematic and transparent methodology and screening tool for selecting projects  
• Number and quality of concepts (PIFs) and project documents submitted through UNIDO’s internal processes  
The methodology and Excel-based screening tool for projects selection | • Letters of request and communications from various member states  
• Communications with the GEF and other potential funding organisations  
• Minutes of various UNIDO committees | • Host countries will validate ownership of the projects and maintain commitment to work with UNIDO  
• Mobilised funding is realised from the committed donors and financiers |
| **Activities** | Assess member states’ request  
• Develop a systematic and transparent scoring and screening tool for selecting projects  
• Undertake pre-feasibility studies and carry out field visits and hold initial stakeholder consultations  
• Map resource potential and assess needs through diagnostic studies  
• Carry out socio-economic analyses  
• identify potential funding sources and secure commitment  
• Apply methodology to screen beneficiary countries and select | Assistance request letters from member states  
• Communications and consultations held with various stakeholders  
• Projects selected and submitted  
• Concepts (PIFs) and project documents developed  
• Letters of co-financing received from all committed co-financiers and funders | • Regular progress reports  
• Back to office mission reports following field visits and meetings with stakeholders | • All key stakeholders remain committed to the projects selected |
<table>
<thead>
<tr>
<th>Intervention logic</th>
<th>Verifiable indicators</th>
<th>Sources of verification</th>
<th>Risks/ Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Carry out detailed consultation with all relevant key stakeholders for selected projects</td>
<td></td>
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</tr>
<tr>
<td>• Formulate detailed concepts (PIFs) and project design documents for promoting application of proven and cost effective renewable energy technologies, and linking them with concrete productive opportunities</td>
<td></td>
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</tr>
<tr>
<td>• Process and submit concepts (PIFs) and project documents for funding to the GEF and or other funding sources identified (EU, private sector and national and other multi/bilateral partners)</td>
<td></td>
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<tr>
<td>• Mobilize and secure funding</td>
<td></td>
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</tr>
<tr>
<td>• Start implementation, and subsequently monitor, evaluate and report on funded projects</td>
<td></td>
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<tr>
<td>• Promote dissemination of best practices and apply knowledge management</td>
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</tr>
</tbody>
</table>
Title: Senior International Evaluation Consultant (Team Leader)

Main Duty Station and Location: Home-based

Mission/s to: Vienna, Austria

Start of Contract (EOD): 01 September 2014

End of Contract (COB): 30 November 2014

Number of Working Days: 21

ORGANIZATIONAL CONTEXT The Office for Independent Evaluation is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides factual information about result and practices that feed into the programmatic and strategic decision-making processes. Evaluation is an assessment, as systematic and impartial as possible, of a programme, a project or a theme. Independent evaluations provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. The Office for Independent Evaluation is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

PROJECT CONTEXT The senior international evaluation consultant will act as a Team leader in this thematic evaluation on UNIDO Renewable Energy Trust Fund according to the terms of reference. She/he will be responsible for the preparation of the evaluation report, including the coordination of inputs from other team members. This concerns in particular the overall assessment of evaluation issues in section V of the TOR. The Team Leader will perform the following tasks:

<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>Preparatory phase</td>
<td>Study renewable energy and project documentation (including progress reports, documentary)</td>
<td>Analytical overview of available documents and of</td>
<td>5 days</td>
</tr>
<tr>
<td>Outputs, available evaluation reports and self-evaluation reports</td>
<td>UNIDO activities in Renewable Energy</td>
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<tr>
<td>o Study relevant background information (national policies, international frameworks, Renewable Energy issues of countries of intervention, etc.)</td>
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<tr>
<td>o Analyse intervention logic and design</td>
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<tr>
<td>o Develop survey questionnaire</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>o Review of portfolio information</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Briefing and Debriefing with Evaluation Group at HQ, and presentation of preliminary findings in Vienna</strong></td>
<td>Key issues of evaluation identified; Scope of evaluation clarified; <strong>Inception report</strong>, including the proposed methodology, approach and evaluation programme</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Lead interviews with project managers and key stakeholders at HQ</td>
<td>Feedback on preliminary findings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Develop methodology and interview guidelines</td>
<td>Information gaps filled</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Prepare inception report (development of the detailed evaluation work plan including survey instruments and preliminary analysis of intervention logic)</td>
<td>Final report presented; Strategy implications of evaluation report discussed, action plan developed</td>
<td></td>
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</tr>
<tr>
<td>o Present preliminary findings and recommendations to the stakeholders at UNIDO</td>
<td></td>
<td></td>
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<tr>
<td>o Carry out additional interviews if necessary</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Present and discuss the findings, conclusions and recommendations at UNIDO HQ with a wider audience (e.g. at PTC-EVA or at ECC seminar)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Drafting of evaluation report</strong></td>
<td>Draft report</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Analysis of survey results</td>
<td>Feedback on draft report</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Prepare the draft evaluation report; supervise production of relevant chapters of the report by the other team members</td>
<td>Final report</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Draft report</strong></td>
<td>9 days</td>
<td>Home-based</td>
<td></td>
</tr>
</tbody>
</table>

7 days Vienna, UNIDO HQ
Adapt the evaluation report in light of additional evidence presented or factual corrections made; integrate comments from UNIDO Evaluation Group and stakeholders.

Prepare final evaluation report, incorporating comments received.

**Total**

| | 21 days |

**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

**Managerial competencies (as applicable):**
1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution

**MINIMUM ORGANIZATIONAL REQUIREMENTS**

**Education:** Advanced university degree in environment, energy, engineering, economics, development studies or other relevant discipline with a specialization in renewable energy/industrial development and/or climate change.

**Technical and Functional Experience:**
A minimum of twenty years practical experience in the field of climate change, including experience at the international level involving technical cooperation in developing countries. Exposure to the needs, conditions and problems in developing countries.

**Languages:** Fluency in written and spoken English is required. Fluency and/or working knowledge of another official UN language, particularly French desirable.
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 Office for Independent Evaluation.
Title: Senior International Evaluation Consultant
Main Duty Station and Location: Home-based
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PROJECT CONTEXT The senior international evaluation consultant will act as a team member in this thematic evaluation on UNIDO Renewable Energy Trust Fund according to the terms of reference. She/he will be responsible for the preparation of the evaluation report together with the Team Leader, including the coordination of inputs from other team members. This concerns in particular the overall assessment of evaluation issues in section V of the TOR. The senior international evaluation consultant will perform the following tasks:

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<th>Concrete/ measurable Outputs to be achieved</th>
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<th>Location</th>
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<tbody>
<tr>
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<td>Study renewable energy and project documentation (including progress reports, documentary outputs, available evaluation reports and self-</td>
<td>Analytical overview of available documents and of UNIDO activities</td>
<td>5 days</td>
</tr>
</tbody>
</table>
### Evaluation Reports
- Study relevant background information (national policies, international frameworks, Renewable Energy issues of countries of intervention, etc.)
- Analyse intervention logic and design
- Co-develop survey questionnaire
- Review of portfolio information

### Briefing and Debriefing with Evaluation Group at HQ, and Presentation of Preliminary Findings in Vienna
- Interviews with project managers and key stakeholders at HQ
- Develop methodology and interview guidelines
- Co-prepare inception report (development of the detailed evaluation work plan including survey instruments and preliminary analysis of intervention logic)
- Present preliminary findings and recommendations to the stakeholders at UNIDO together with the evaluation team leader
- Carry out additional interviews if necessary
- Present and discuss the findings, conclusions and recommendations at UNIDO HQ with a wider audience (e.g. at PTC-EVA or at ECC seminar) together with the evaluation team leader

#### Key Issues of Evaluation
- Identified;
- Scope of evaluation clarified;

#### Inception Report
- Including the proposed methodology, approach and evaluation programme
- Feedback on preliminary findings
- Information gaps filled
- Final report presented;
- Strategy implications of evaluation report discussed, action plan developed

### Drafting of Evaluation Report
- Analysis of survey results
- Co-prepare the draft evaluation report; production of relevant chapters of the report
- Participate in adaptation

#### Draft Report
- Feedback on draft report

#### Final Report
- 9 days
- Home-based

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<table>
<thead>
<tr>
<th>Activity</th>
<th>Duration</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key issues of evaluation identified; Scope of evaluation clarified;</td>
<td>7 days</td>
<td>Vienna, UNIDO HQ</td>
</tr>
<tr>
<td>Inception report, including the proposed methodology, approach and evaluation programme</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feedback on preliminary findings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information gaps filled</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final report presented; Strategy implications of evaluation report discussed, action plan developed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Draft report</td>
<td>9 days</td>
<td>Home-based</td>
</tr>
<tr>
<td>Final report</td>
<td></td>
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</tr>
</tbody>
</table>
of the evaluation report in light of additional evidence presented or factual corrections made; integrate comments from UNIDO Evaluation Group and stakeholders 
  - Co-prepare final evaluation report, incorporating comments received under the supervision of the team leader

<table>
<thead>
<tr>
<th>Required Competencies</th>
</tr>
</thead>
</table>

**REQUIRED COMPETENCIES**

**Core values:**
1. Integrity
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Annex 8: Evaluation report outline

Acronyms and Abbreviations
Glossary of Terms
Executive Summary
MAIN REPORT:

I. BACKGROUND
    1. Introduction and Background
        o Introduction
        o Evaluation objectives
        o Methodology
        o Evaluation process
        o Limitations of evaluation
    2. International Renewable Energy context
        o Brief introduction of Renewable Energy (RE) context
        o Brief overview of recent economic development
        o Development and renewable energy challenges facing client countries
        o Relevant government policies, strategies and initiatives
    3. Description of related UNIDO activities
        o Brief overview of Renewable Energy Trust Fund activities
        o Major Renewable Energy activities, main objectives and problems they address
        o Brief overview of other important activities

II. ASSESSMENT
    4. UNIDO’s Renewable Energy Trust Fund Portfolio
        o Portfolio Review
        o Conclusions
    5. Performance and Results of the Renewable Energy Trust Fund
        o Relevance of the RETF to UNIDO and donors
        o Design of the RETF
        o Management of the RETF
        o Results and potential impact of the RETF using the DAC criteria of evaluation
        o Gender
        o Main Conclusions

III. FUTURE ISSUES

IV. MAIN CONCLUSIONS AND RECOMMENDATIONS
    o Main conclusions from section II will be used as a basis for recommendations.

V. LESSONS LEARNED

VI. ANNEXES
    o Annex A: Terms of reference
    o Annex B: List of persons met
    o Annex C: Bibliography
    o Annex E: References
Annex 9: Checklist on evaluation report quality

Checklist on evaluation report quality

<table>
<thead>
<tr>
<th>Report quality criteria</th>
<th>UNIDO Evaluation Group Assessment notes</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Report Structure and quality of writing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The report is written in clear language, correct grammar and use of evaluation terminology. The report is logically structured with clarity and coherence. It contains a concise executive summary and all other necessary elements as per TOR.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Evaluation objective, scope and methodology</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The evaluation objective is explained and the scope defined.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The methods employed are explained and appropriate for answering the evaluation questions.</td>
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<tr>
<td>The evaluation report gives a complete description of stakeholder’s consultation process in the evaluation.</td>
<td></td>
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<tr>
<td>The report describes the data sources and collection methods and their limitations.</td>
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</tr>
<tr>
<td>The evaluation report was delivered in a timely manner so that the evaluation objective (e.g. important deadlines for presentations) was not affected.</td>
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<tr>
<td><strong>Evaluation object</strong></td>
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</tr>
<tr>
<td>The logic model and/or the expected results chain (inputs, outputs and outcomes) of the object is clearly described.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The key social, political, economic, demographic, and institutional factors that have a direct bearing on the object are described.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The key stakeholders involved in the object implementation, including the implementing agency(s) and partners, other key stakeholders and their roles are described.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The report identifies the implementation status of the object, including its phase of</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
implementation and any significant changes (e.g. plans, strategies, logical frameworks) that have occurred over time and explains the implications of those changes for the evaluation.

### Findings and conclusions

The report is consistent and the evidence is complete (covering all aspects defined in the TOR) and convincing.

The report presents an assessment of relevant outcomes and achievement of project objectives.

The report presents an assessment of relevant external factors (assumptions, risks, impact drivers) and how they influenced the evaluation object and the achievement of results.

The report presents a sound assessment of sustainability of outcomes or it explains why this is not (yet) possible.

The report analyses the budget and actual project costs.

Findings respond directly to the evaluation criteria and questions detailed in the scope and objectives section of the report and are based on evidence derived from data collection and analysis methods described in the methodology section of the report.

Reasons for accomplishments and failures, especially continuing constraints, are identified as much as possible.

Conclusions are well substantiated by the evidence presented and are logically connected to evaluation findings.

Relevant cross-cutting issues, such as gender, human rights, environment are appropriately covered.

### Recommendations and lessons learned

The lessons and recommendations are based on the findings and conclusions presented in the report.

The recommendations specify the actions necessary to correct existing conditions or improve operations (‘who?’ ‘what?’ ‘where?’)
Recommendations are implementable and take resource implications into account. Lessons are readily applicable in other contexts and suggest prescriptive action.

**Rating system for quality of evaluation reports**
A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess.