TERMS OF REFERENCE

for the

Independent UNIDO country evaluation in SIERRA LEONE

15 April 2014
Map of Sierra Leone
## Contents

I. INTRODUCTION .................................................................................................................. 4
II. BACKGROUND AND CONTEXT ....................................................................................... 4
III. UNIDO PRESENCE IN SIERRA LEONE ............................................................................. 7
IV. THE EVALUATION - RATIONALE AND PURPOSE ....................................................... 8
V. SCOPE AND FOCUS OF THE EVALUATION ..................................................................... 9
VI. EVALUATION ISSUES AND KEY EVALUATION QUESTIONS ...................................... 10
VII. EVALUATION APPROACH AND METHODOLOGY ....................................................... 13
VIII. TIMING .......................................................................................................................... 14
IX. EVALUATION TEAM ....................................................................................................... 14
X. EVALUATION PROCESS AND REPORTING ................................................................. 15
XI. DELIVERABLES ................................................................................................................ 15
XII. QUALITY ASSURANCE ................................................................................................. 16
XIII. ANNEXES ..................................................................................................................... 17
    ANNEX A: Job Descriptions ............................................................................................. 17
    ANNEX B: Tentative evaluation report outline ................................................................ 26
    ANNEX C: Checklist on evaluation report quality ....................................................... 27
    ANNEX D: Reference Documents (preliminary) .......................................................... 29
I. INTRODUCTION

The independent country evaluation of UNIDO activities in Sierra Leone was approved by the Executive Board as part of the ODG/EVA work programme 2014/2015, to assess the implementation and results of the UNIDO technical cooperation portfolio from the past seven years.

UNIDO has been involved in Sierra Leone since 1970. By end of 2013, UNIDO has implemented more than 35 projects with a total expenditure of about USD 5 million. Currently there are 14 ongoing projects with a budget of approximately USD 12.5 million.

UNIDO maintains a desk office in Freetown; in addition, Sierra Leone is covered by the UNIDO Field Office (FO) in neighboring Guinea.

Following the first phase of an integrated programme (IP) in Sierra Leone (1999-2003), the second phase of the integrated programme "Post Conflict SME Support Programme for Industrial Development and Poverty Alleviation" was approved in May 2004 with a planned duration of 48 months. The Programme was to contribute to the national recovery from almost ten years of civil war by re-establishing entrepreneurial initiatives and providing jobs and income opportunities to help people in depressed provinces and displaced people, in particular, in Freetown. One of the target area's was food security with backward and forward linkages between micro- and small-scale industrial activities and the agricultural sector. An evaluation of both phases of the IP was conducted in 2003 and in 2008, respectively.

From 2008 to date, the portfolio of UNIDO in Sierra Leone has been composed mainly of projects to support private sector development, rural/youth entrepreneurship, energy and environment, and agri-business.

This country evaluation will assess in a systematic and objective manner the relevance, efficiency, effectiveness, impact and sustainability of the UNIDO interventions. The evaluation will assess the achievements of the interventions against their established objectives, including re-examination of the relevance of the objectives and the appropriateness of the design, specifically in regards to gender equality and empowerment of women as well as environmental sustainability and other cross-cutting issues.

The time period covered by this country evaluation is the period since the evaluation of IP (phase II) in 2008 until now. A more precise scope of the country evaluation will be detailed in the inception report.

II. BACKGROUND AND CONTEXT

Sierra Leone has an estimated population of six million people and is located in West Africa, bordered by Guinea to the northeast, Liberia to the southeast, and the Atlantic Ocean to the southwest. The country covers a total area of 71,740 km2 and has a tropical climate, with a diverse environment ranging from savannah to rainforests.¹

¹ Information has been compiled mainly from: World Bank; World Factbook, UNIDO, March 2014; African Development Bank Group Country strategy paper, 2013.
Since the end of the civil war (1991-2002), Sierra Leone has registered remarkable progress in its peace- and state-building process, with an enduring peace, shared political power and constitutional rule manifested by three national peaceful elections and democratic transitions. Sierra Leone has also made good progress in strengthening security country-wide, although critical challenges in the security sector remain and the country continues to be classified as a “fragile state”.2

The country once hosted the largest peacekeeping mission in the world and is now a net contributor of security personnel to UN peacekeeping missions in other conflict-affected countries. In March 2014, the closure of the UN Integrated Peace building Office in Sierra Leone (UNIPSIL) marked the end of more than 15 years of peacekeeping and political operations in Sierra Leone.

The government’s priorities include furthering development, creating jobs, and stamping out corruption.

**Economic and industrial context**

Sierra Leone remains among the world’s poorest countries. The country possesses substantial mineral, agricultural, and fishery resources, but it is still recovering from the civil war that destroyed most institutions. The economy is that of a least developed country (LDC) with a Gross Domestic Product (GDP) of USD 4.607 billion (2013 est.) and a per capita GDP of USD 1,400 (2013 est.). The rate of real growth of GDP has been 13.3% and ranks 2 in world comparison (2013 est.).

Rich in minerals, Sierra Leone has relied on mining, especially diamonds, for its economic base and the mining sector contribution to GDP represents 22% (2013) and is anticipated to reach 30% in 2017.

Agriculture including forestry and fishery still accounts for the largest GDP share, but the share is declining to an estimated 42%. Despite the declining trend, the agriculture sector is still the largest employer and accounts for over 70% of the current labor force, whereas the mining sector, the current driver of growth in economy, accounts for less than 3% of the formal labor force.

The service sector is led by banking, retail, transport and tourism and has a 28% share of GDP (2013), while the manufacturing sector is relatively weak and accounts for only 2% of GDP.

The sectorial GDP and labor force composition for Sierra Leone is presented in Table 1.

<table>
<thead>
<tr>
<th>Sector</th>
<th>GDP</th>
<th>Labor force</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mining</td>
<td>22% (2013)</td>
<td>3%</td>
</tr>
<tr>
<td>Agriculture</td>
<td>42%</td>
<td>70%</td>
</tr>
<tr>
<td>Services</td>
<td>28% (2013)</td>
<td>~20-25%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>2%</td>
<td>~2-7%</td>
</tr>
</tbody>
</table>

Despite its successes and development (economic prospects for the period of 2013 to 2016 remain promising), the economy of Sierra Leone still faces significant challenges and the country’s development remains fragile. The high poverty and

---

unemployment rates, gender inequality, corruption, weak institutional capacities and poor economic governance systems, constrain the Government’s capacity to implement its development agenda.

Social context

Sierra Leone has made substantial progress in its socio-economic indicators since the end of the civil war and the poverty rate is decreasing. Poverty is heavily concentrated in the rural and other urban areas outside Freetown. Revised estimates suggest that 66% of the population lived below the poverty line in 2004. But between 2011 and 2013, poverty decreased to 52.9%. Therefore, the country still ranks at the very bottom of the UN Human Development Index.

60% of Sierra Leone’s population is below the age of 24 years - the median age in the country being 19 years - with a large proportion of this population having limited education or vocational skill levels. The population growth rate for 2014 is forecasted to be 2.33% and life expectancy at birth of the total population is to reach 57.46 years. Health expenditure is around 18.8% of GDP (2011) (world ranking 2).

There is high unemployment, particularly among the youth and ex-combatants and it can be said that youth unemployment in Sierra Leone is amongst the highest in the West African sub-region. It is projected to reach 70% during the next years and poses serious challenges. The problem is especially acute in urban areas.

In terms of gender equality, the Government has enacted various laws to ensure the protection and promotion of the rights of women and children. The National Policy on the Advancement of Women and the National Policy on Gender Mainstreaming were adopted in 2009.

Government structure, strategies and policies

Sierra Leone is a constitutional democracy and since independence to present, Sierra Leone's politics has been dominated by two major political parties: the Sierra Leone People's Party (SLPP) and the All People's Congress (APC). President Ernest Bai KOROMA is both the chief of state and head of government.

Sierra Leone is a member of the Economic Community of West African States (ECOWAS). With Liberia and Guinea, it formed the Mano River Union (MRU) customs union, primarily designed to implement development projects and promote regional economic integration. However, the MRU has so far been inactive because of domestic problems and internal and cross-border conflicts in all three countries. The future of the MRU depends on the ability of its members to deal with the fallout from these internal and regional problems.

Following the Agenda for Change (2007-2012) Sierra Leone has embarked on the Agenda for Prosperity (2013-2018) for social and economic development, which builds upon the following pillars:

- Pillar 1 – Diversified Economic Growth
- Pillar 2 – Managing Natural Resources
- Pillar 3 – Accelerating Human Development

---

4 http://de.wikipedia.org
Sierra Leone’s vision for 2013-2035 is to become a middle-income country.

III. UNIDO PRESENCE IN SIERRA LEONE

UNIDO does maintain a UNIDO Desk in Freetown with the position of Head of UNIDO Operations currently being vacant. Sierra Leone is covered by the Country office in Guinea.

a) Ongoing and completed projects

Fourteen national projects are ongoing and two have been closed recently, amounting to a total budget of around USD 10 million as presented in Table 2 below; most of the funds have already been spent.

Table 2: Main UNIDO portfolio in Sierra Leone

<table>
<thead>
<tr>
<th>Project</th>
<th>Total allotment (US$)</th>
<th>Funds available (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>US/SIL/04/107: HSP Advancing human security in post crisis situations</td>
<td>373,540</td>
<td>0</td>
</tr>
<tr>
<td>DZ/SIL/08/001: UNDP/UNIDO Joint Private Sector Development Programme</td>
<td>490,000</td>
<td>0</td>
</tr>
<tr>
<td>TF/SIL/12/004/A04: Community Resilience and Entrepreneurship Training (CREST) Programme</td>
<td>707,965</td>
<td>0</td>
</tr>
<tr>
<td>FB/SIL/10/004: Strengthening the agro-industrial growth centres for income generation and youth employment</td>
<td>277,570</td>
<td>0</td>
</tr>
<tr>
<td>FB/SIL/12/001: Promoting youth employment through enterprise growth centres</td>
<td>731,210</td>
<td>0</td>
</tr>
<tr>
<td>US/SIL/10/002: Technical capacity-building in fishing and seafood processing technology in Sierra Leone</td>
<td>1,815,908</td>
<td>97,458</td>
</tr>
<tr>
<td>TF/SIL/11/002: Rehabilitation of training cum-production centres in vulnerable communities of Koindu, Kpandebu and Pujehun in Sierra Leone</td>
<td>1,201,305</td>
<td>31,063</td>
</tr>
<tr>
<td>TF/SIL/07/002: Poverty Eradication through enterprise development</td>
<td>189,380</td>
<td>0</td>
</tr>
<tr>
<td>130086: PA-Support to Agenda for Prosperity in Sierra Leone - Formulation of Country Programme</td>
<td>42,029</td>
<td>0</td>
</tr>
<tr>
<td>FB/SIL/10/003: Strengthening the agro-industrial growth centres for income generation and youth employment – Component on solar powered business information and communication platform</td>
<td>148,037</td>
<td>0</td>
</tr>
<tr>
<td>FB/SIL/12/002: Solar powered local enterprise development (LED) platforms</td>
<td>781,692</td>
<td>0</td>
</tr>
<tr>
<td>TF/SIL/11/A02: Rehabilitation of training cum-production centres in vulnerable communities of Koindu, Kpandebu and Pujehun in Sierra Leone (energy component)</td>
<td>602,500</td>
<td>0</td>
</tr>
<tr>
<td>XP/SIL/11/006: Demonstrating biomass gasifier technology for productive uses in rural Sierra Leone (and YA/SIL/11/004)</td>
<td>96,957</td>
<td>0</td>
</tr>
<tr>
<td>GF/SIL/12/005: Promoting mini grids based on small hydro power for productive uses in Sierra Leone</td>
<td>1,776,332</td>
<td>256,056</td>
</tr>
<tr>
<td>TE/SIL/11/003, DE/SIL/11/001, XP/SIL/12/007: Quality and compliance infrastructure development</td>
<td>672,875</td>
<td>57,607</td>
</tr>
<tr>
<td>MP/SIL/11/007: HCFC phase-out management plan (Stage I, first tranche)</td>
<td>50,000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>9,957,300</td>
<td>452,545</td>
</tr>
</tbody>
</table>

Figures tabled have been estimated from budget information available from UNIDO systems (Infobase/Agresso and SAP) as of March 2014. Therefore, verification will be required by project managers and consolidated during the inception phase.
In addition, some regional projects and global forum activities where Sierra Leone is participating will also be considered as part of this evaluation.

b) Integrated programme (IP)

The Sierra Leone Integrated Programme (phase II) “Post Conflict SME Support Programme for Industrial Development and Poverty Alleviation” was approved in May 2004 and had a duration of 48 months and a total budget of USD 5,146,700. It was designed as a post conflict SME support programme for industrial development and poverty alleviation, through entrepreneurial development, and the provision of employment and income opportunities for the poor in depressed rural communities and displaced people in Freetown.

An independent evaluation of this IP was conducted in 2008, where it was found that the Programme had been working in a difficult environment and has been confronted with many challenges and not the least in mobilizing funds for the implementation of its various components. It was a relatively large programme in a country with relatively few donors. This resulted in delays and in a major part of the Programme not being funded. In fact, the total budget allotment of USD 738,479 stems from UNIDO’s own sources of funding.

This country evaluation will also follow up the main recommendations and issues from the Sierra Leone IP evaluation.

IV. THE EVALUATION - RATIONALE AND PURPOSE

The country evaluation will attempt to assess in a systematic and objective manner the relevance, efficiency, effectiveness (achievement of outputs and outcomes), impact and sustainability of the interventions under evaluation. The evaluation will assess the achievements of the interventions against their key objectives, including re-examination of the relevance of the objectives and the appropriateness of the design, specifically in regards to gender equality and empowerment of women. It will identify factors that have facilitated or impeded the achievement of those objectives. The evaluation will also look at other cross-cutting issues e.g., coordination, cooperation, synergies between UNIDO projects; One UN partner; fostering of South-South cooperation; UNIDO’s strategic positioning in the country (including regional and global perspectives) and review UNIDO involvement and/or participation in global forum activities. The performance of the UNIDO Desk and the UNIDO Office in Guinea in its function in covering activities in Sierra Leone will also be reviewed. In addition, reports and findings from current and past evaluations will be considered. In particular, this country evaluation will follow-up the issues and results from the IP Sierra Leone (phase II) evaluation in 2008.

In summary, the main purposes are the following:

- To assess the achievements and/or progress of Technical Cooperation (TC) interventions towards the expected outputs and outcomes outlined in UNIDO project and programme documents;
- To assess the relevance of UNIDO’s interventions in relation to national development priorities, needs and national and international development agendas;
To assess UNIDO’s strategic positioning in the country, including the regional and global perspective;
To generate key findings, draw lessons and provide a set of clear and forward-looking recommendations.

The key users of this evaluation will be UNIDO management and staff at Headquarters, the UNIDO Representation in Guinea (covering Sierra Leone), the Head of the UNIDO Desk, UNIDO experts, the Government of Sierra Leone, counterpart agencies and other organizations in the country cooperating with UNIDO, donors, members of the UN Country Team and, not the least beneficiaries. For these stakeholders the evaluation findings and recommendations are expected to provide key inputs for the planning and continual improvement of future cooperation activities.

V. SCOPE AND FOCUS OF THE EVALUATION

The evaluation will cover the full range of UNIDO’s support to Sierra Leone. It should go beyond a mere documentation of results by trying to assess why projects/programmes have succeeded or not. As well it will identify how these successes and/or failures can be used to improve future UNIDO projects in the country.

The evaluation will focus on UNIDO activities in Sierra Leone since 2008 until now. The more precise scope of the country evaluation will be defined in the inception report.

The evaluation will not review all stand-alone projects implemented as of 2008 but will cover projects considered strategically important in relation to the purpose of the evaluation. The evaluation will assess a portfolio that is representative of UNIDO activities in Sierra Leone and that is large enough to enable the evaluation team to understand UNIDO’s role and activities in the country and to answer the evaluation questions identified in this ToR.

UNIDO’s interventions are implemented within different regions in Sierra Leone, and the evaluation will also cover different geographical regions to the extent possible. This will be elaborated in the inception report, taking into considerations possible security issues. For this purpose basic evaluability assessments will be carried out as necessary.

In addition, given the importance and current budget allocated to project US/SIL/10/002 “Technical capacity-building in fishing and seafood processing technology”, the evaluation will put a significant focus on this area and perform a deeper and comprehensive project evaluation.

The country evaluation will take into consideration the following UNIDO thematic evaluations that covered projects in Sierra Leone or addressed issues relevant to the country:

- Independent evaluation of the UNIDO integrated programme in Sierra Leone (2008)
- Thematic review of UNIDO’s Agri-business/Agro-industry development interventions (2010)
• Independent thematic evaluation of UNIDO's Post-crisis interventions (draft 2014)
• UNIDO projects in the area of Standards, Metrology, Testing and Quality - SMTQ (2010)
• Independent thematic review. UNIDO projects for the promotion of small hydro power for productive use (2009)

In particular, the country evaluation should assess the status of implementation of actions taken in response to recommendations that were issued from past evaluations.

VI. EVALUATION ISSUES AND KEY EVALUATION QUESTIONS

A. Issues related to UNIDO’s presence (2008-present) at country and project level

It is important to again note that the assessment of UNIDO’s country presence will not simply address individual projects but will consider synergies and complementarities between projects as well as how individual projects contribute to larger objectives. It will include an assessment of the design, implementation and results with regards to:

• Strategic objective;
• Subsector focus;
• Collaboration with and role of counterpart institutions; and
• Programme management and coordination.

Identified evaluation issues in relation to the different OECD/DAC criteria are provided below.

Relevance

The degree to which the design and objectives of UNIDO’s programme and projects is consistent with the needs of the country and with development plans and priorities as well as with UNIDO’s strategic priorities. The extent to which the country programme/project was relevant to:

• The development challenges facing the country;
• Sierra Leone Agenda for Prosperity (2013-2018);
• UNIDO’s strategic priorities (Inclusive Sustainable Industrial Development – ISID, Programme and Budget, Medium Term Strategic Framework, The green industry agenda, etc.);
• The target groups and to UNIDO counterparts.

Efficiency

A measure of how economically inputs (through activities) are converted into outputs. The extent to which:

• UNIDO provided high quality services (expertise, training, equipment, methodologies, etc) that led to the production of outputs;
• The resources and inputs were converted to results in a timely and cost-effective manner;
• Coordination amongst and within components of the programme lead to collaboration and cooperation among stakeholders and to the production of outputs;
• The same results could not have been achieved in another, more cost-effective manner; and
• Outputs were produced in a timely manner.

Effectiveness

The extent to which the objectives of programme/project were or are expected to be achieved. The extent to which:

• Objectives (outcomes and outputs) established in programme/project documents were achieved;
• The outputs were necessary and sufficient to achieve the objectives;
• Major factors influencing the achievement or non-achievement of the objectives are identified.

Sustainability

The continuation of benefits from an intervention, after the project/programme has been completed. The extent to which:

• There is continued commitment and ownership by the government and other stakeholders; and
• Changes or benefits can be maintained in the long term.

Impact

The positive and negative, intended and non-intended, directly and indirectly changes, long term effects produced by the project/programme. The extent to which the programme/project contributed:

• To developmental results (economic, environmental, social);
• To the achievement of the MDGs and national development goals.

Integrated Programme Follow-up

The extent to which:
• Results from the IP are sustained
• Results from the IP have triggered new projects/synergies or further impact.
• Recommendations from the IP evaluation were implemented

Programme/Project design

The extent to which:

• A participatory project identification process was instrumental in selecting problem areas and counterparts requiring technical cooperation support;
• The project has a clear thematically focused development objective, the attainment of which can be determined by a set of verifiable indicators;
• The project was formulated based on the logical framework approach, including a coherent results framework, results-oriented and SMART indicators;
• The role of self-financing assisted in the design and implementation of specific projects.

B. General evaluation criteria and cross-cutting issues

In addition, specific evaluation criteria and cross-cutting issues will be mainstreamed in the Country evaluation and individual projects. These are:

• Contribution to empowerment of women and gender equality;
• Contribution to environmental sustainability;
• Efficiency issues, such as procurement process/services
• Coordination, cooperation, synergies between UNIDO projects;
• UN partnerships
• Fostering of South-South cooperation;
• The performance of the UNIDO Desk and the UNIDO Office in Guinea in its function in covering activities in Sierra Leone.

C. Evaluation of global forum activities

Global forum (GF) activities will also be addressed as part of the country evaluation. GF activities are those which are initiated by UNIDO (or the United Nations system) to exchange and disseminate knowledge and information, as well as facilitate partnerships. They intend to produce an “output”, without a pre-identified client, which increases understanding of sustainable industrial development issues. Global forum activities have informative, advocative and normative functions.

The assessment of global forum activities will include:

• UNIDO GF activities nurturing national knowledge and dialogue globally and with regard to industrial development and, at the same time;
• Activities at the national level, including TC projects, contributing to UNIDO GF activities and products.

The selection of global forum activities to be assessed and the methodology to be used will be defined in the inception report. This should be done, considering the ODG/EVA framework for assessing global forum activities.
VII. EVALUATION APPROACH AND METHODOLOGY

This ToR provides some information as regards the methodology but this should not be regarded as exhaustive. It is instead meant to guide the evaluation team in elaborating an appropriate evaluation methodology and tools that should be further detailed in the inception report.

In terms of data collection the evaluation team should use a variety of methods ranging from desk review (project and programme documents, progress reports, mission reports, Infobase search, Agresso search, SAP search, evaluation reports, etc) to individual interviews, focused group discussions, statistical analysis, surveys and direct observation at project sites.

The evaluation team should ensure that the findings are evidence based. This implies that all perceptions, hypotheses and assertions obtained in interviews will be validated through secondary filtering and cross checks by a triangulation of sources, methods, data, and theories.

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, private sector representatives, other UN organizations, multilateral organizations, donors, beneficiaries as well as UNIDO- and project staff.

Depending on formal requirements, the complexity and the strategic importance of each project/activity, different approaches can be used for the individual project assessments which will be included in the evaluation:

Project evaluations: Projects for which an independent evaluation report is available will be included in the country evaluation, based on the information contained in the evaluation report. In addition, findings from past evaluations that are of relevance will be considered by this evaluation.

Project assessments: For projects that do not formally require a fully fledged evaluation or that are not yet due for evaluation, but for which a comprehensive assessment is regarded important.

In addition, the following methodological components will be applied:

Assessment of the project documentation: including an assessment of project design and intervention logic; a validation of available progress information through field visits and interviews with key stakeholders and beneficiaries and review of progress and terminal reports; a context analysis of the project to validate implicit and explicit project assumptions and risks, interviews with government agencies and donors regarding the developments and tendencies in the project-specific environment.

Reviews: For projects that are likely to start soon, that have started very recently or that are considered important for other reasons a review will be carried out. The following methodology will be applied: a review of the available documentation; a validation of the foreseen intervention logic/design with a special focus on the relevance to national priorities and to the country programme or UNIDO’s strategic priorities. This will also include Montreal Protocol projects.
Non-TC evaluation issues: The evaluation issues for global forum, Field Office/UNIDO Desk and/or any cross-cutting issue will use several sources of information such as observations during field visits, interviews with key UN partners of UNIDO and bilateral donors, interviews with national partner institutions, review of available evaluations and studies, interviews with UNIDO HQ staff and project managers. Additional methodological components can be defined in the inception report.

Deviations from this proposed methodology need to be explained and justified in the inception report.

VIII. TIMING

The country evaluation is scheduled to take place between May to September 2014. A field mission for the evaluation is envisaged for June 2014. Table 3 below presents the preliminary schedule.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Estimated date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collection of documentation at HQ</td>
<td>April 2014</td>
</tr>
<tr>
<td>Desk review by members of evaluation team</td>
<td>May 2014</td>
</tr>
<tr>
<td>Initial interviews at HQ to assess scope</td>
<td>May/June 2014</td>
</tr>
<tr>
<td>Inception report</td>
<td>June 2014</td>
</tr>
<tr>
<td>Mission to Sierra Leone and presentation of preliminary findings to the government and local counterparts</td>
<td>Mid-June 2014</td>
</tr>
<tr>
<td>Presentation of preliminary findings at HQ</td>
<td>August 2014</td>
</tr>
<tr>
<td>Drafting of report</td>
<td>August/September 2014</td>
</tr>
<tr>
<td>Collection and incorporation of comments</td>
<td>September 2014</td>
</tr>
<tr>
<td>Issuance of final report</td>
<td>End September 2014</td>
</tr>
</tbody>
</table>

IX. EVALUATION TEAM

The evaluation team will include:

1. One senior international evaluation consultant and team leader, preferably with experience in the evaluation of agro-industry related projects, with responsibility for reviewing the relevant portfolio and to lead the preparation of the country evaluation report,

2. One senior international evaluation consultant, with experience in the evaluation of energy and environment-related projects, and with the responsibility of reviewing the relevant portfolio.

3. One national evaluation consultant who will participate in the field mission and contribute to the assessments, in particular with a view to assessing the UNIDO activities in the light of national objectives, strategies and policies, cooperation priorities and institutional capacities.

4. One ODG/EVA staff member, who will also act as Evaluation Manager.
The international and national consultants will be contracted by UNIDO. The tasks of the evaluation team members are specified in their respective job descriptions, attached to this TOR in annex A.

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. As stated above, a member of UNIDO’s Evaluation Group (ODG/EVA) will manage the evaluation and will act as a focal point for the evaluation consultants. Additionally, the UNIDO Field Office in Guinea, the UNIDO desk and the respective project teams in Sierra Leone will support the evaluation team and will help to plan and coordinate the evaluation field mission and local briefings.

X. EVALUATION PROCESS AND REPORTING

The evaluation team will use a participatory approach and involve various stakeholders in the evaluation process. The responsibilities for the various evaluation stages are outlined below:

<table>
<thead>
<tr>
<th>ODG/EVA</th>
<th>UNIDO HQ managmt</th>
<th>Field Office</th>
<th>UNIDO desk</th>
<th>Governt of Sierra Leone</th>
<th>Evaluation team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Selection of consultants</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Self-assessment by project managers</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review of background documentation</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Interviews at UNIDO HQ</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Inception report</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Comments on inception report</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Evaluation mission</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Presentation of preliminary findings in the field</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Presentation of preliminary findings at HQ</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Drafting of evaluation report</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Comments on draft report</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Final evaluation report</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Evaluation brief</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

The ToR and the draft report will be shared with the Government, national counterparts, the main donors and relevant UNIDO staff members for comments and factual validation. This consultation also seeks agreement on the findings and recommendations. The evaluators will take comments into consideration when preparing the final version of the report. The final evaluation report will be submitted 8 weeks after the field mission, at the latest, to the Government of Sierra Leone, the donors and to UNIDO.

XI. DELIVERABLES

- Inception report
- Draft report
- Final report
XII. 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 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 the Checklist on evaluation report quality in Annex C. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback.
ANNEX A: Job descriptions

INDEPENDENT UNIDO COUNTRY EVALUATION – SIERRA LEONE

Job description

Post title: Senior International Evaluation Consultant and Team Leader

Post number: CE-SIL-IET-AGR-TL

Duration of contract: 36 days spread over 4 months

Entry on duty date: May 2014

Duty station: Sierra Leone, UNIDO HQ and home-based

Duties:

The Senior international evaluation consultant will carry out the review of UNIDO’s agro-industry interventions in Sierra Leone according to the country evaluation terms of reference. He/she will conduct the in-depth project evaluation for US/SIL/10/002 project.

As evaluation team leader she/he will lead the preparation of the evaluation reports. The Senior international evaluation consultant and team leader will perform the following tasks:

<table>
<thead>
<tr>
<th>Duties</th>
<th>Duration</th>
<th>Location</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparatory phase</td>
<td>8 days</td>
<td>Home-based</td>
<td>Analytical overview of available documents and of UNIDO activities in Sierra Leone</td>
</tr>
<tr>
<td>o Study related programme and project documentation (including progress reports and documentary outputs)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Study relevant background information (national policies, international frameworks, etc)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Study available evaluation reports</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Duties</td>
<td>Duration</td>
<td>Location</td>
<td>Results</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-------------------</td>
<td>---------------------------------</td>
<td>---------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Briefing with Evaluation Group at HQ</strong></td>
<td>3 days</td>
<td>Vienna, UNIDO HQ Vienna</td>
<td>Key issues of evaluation identified; Scope of evaluation clarified; <strong>Inception report</strong>, including the proposed methodology, approach and evaluation programme</td>
</tr>
<tr>
<td>o Inputs to methodology and interview guidelines</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Interviews with project managers and key stakeholders at HQ</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Preparation of the inception report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Field mission to Sierra Leone</strong></td>
<td>12 days (incl. travel)</td>
<td>Sierra Leone with in-country travel</td>
<td>Information gathered on issues specified in TOR Draft conclusions and recommendations Agreement on structure and content of evaluation report; distribution of writing tasks</td>
</tr>
<tr>
<td>o Carry out meetings, visits and interviews with stakeholders according to the evaluation programme</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Drafting the main conclusions and recommendations, and present them to stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Draft evaluation report outline/structure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Debriefing at UNIDO HQ, Vienna</strong></td>
<td>3 days</td>
<td>Vienna, UNIDO HQ</td>
<td>Feedback on preliminary findings</td>
</tr>
<tr>
<td>o Present preliminary findings and recommendations to the stakeholders at UNIDO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Carry out additional interviews if necessary</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Drafting of evaluation report</strong></td>
<td>10 days</td>
<td>Home-based</td>
<td>Draft report</td>
</tr>
<tr>
<td>o Lead the preparation of the evaluation report, and drafting sections/chapters under his/her scope.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Review/Adapt the evaluation report in light of additional evidence presented or factual corrections made; integrate comments from UNIDO Evaluation Group and stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Integrate comments from UNIDO Evaluation Group and stakeholders with regard to assessment, recommendations and lessons</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Finalize the evaluation report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>36 days</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Qualifications**

- Advanced university degree in economics, development studies or other fields related to industrial development;
- Experience in evaluation and coordination of evaluation teams;
- Knowledge in the field of agri-business projects;
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks (MDGs, Paris Declaration, One UN, etc.) desirable;
- Knowledge of issues related to sustainable industrial development, knowledge of UNIDO activities an asset;
- Working experience within the UN system an asset;
- Working experience in Sierra Leone an asset.

**Languages:** English

**Background information:** see evaluation terms of reference
Impartiality: According to UNIDO rules, the consultant must not have been involved in the preparation, implementation or supervision of any of the programmes/projects under evaluation.
INDEPENDENT UNIDO COUNTRY EVALUATION – SIERRA LEONE

Job description

Post title: International evaluation team member (Energy and Environment)

Post number: CE-SIL-IET-EE

Duration of contract: 32 days spread over 4 months

Entry on duty date: May 2014

Duty station: Sierra Leone, UNIDO HQ

Duties:
The team member will participate in the country evaluation in Sierra Leone according to the evaluation terms of reference. She/he will participate in all evaluation activities and contribute to the assessments under the direction of the team leader, in particular with a view to assessing UNIDO activities against UNIDO’s overall objectives, policies, competencies and capacities. The team member will perform the following tasks:

<table>
<thead>
<tr>
<th>Duties</th>
<th>Duration</th>
<th>Location</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Preparatory phase</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Study programme and project documentation (including progress reports and documentary outputs )</td>
<td>7 days</td>
<td>Home based</td>
<td>Analytical overview of available documents and of UNIDO activities in Sierra Leone</td>
</tr>
<tr>
<td>o Study relevant background information (national policies, international frameworks, etc)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Study available evaluation reports</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Briefing with Evaluation Group at HQ</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Interviews with project managers and key stakeholders at HQ</td>
<td>3 days</td>
<td>UNIDO HQ</td>
<td>Key issues of evaluation identified; Scope of evaluation clarified; inputs to the Inception report, including the proposed methodology, approach and evaluation programme</td>
</tr>
<tr>
<td>o Develop methodology and interview guidelines</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Inputs to the inception report for the country evaluation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Duties

<table>
<thead>
<tr>
<th><strong>Field mission to Sierra Leone</strong></th>
<th><strong>Duration</strong></th>
<th><strong>Location</strong></th>
<th><strong>Results</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>o Carry out meetings, visits and interviews with stakeholders</td>
<td>12 days (incl. travel)</td>
<td>Sierra Leone with in-country travel</td>
<td>Information gathered on issues specified in ToR Draft conclusions and recommendations Agreement on structure and content of evaluation report; distribution of writing tasks</td>
</tr>
<tr>
<td>o Inputs to the drafting of the main conclusions and recommendations, and present them to stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Drafting of evaluation report</strong></th>
<th><strong>Duration</strong></th>
<th><strong>Location</strong></th>
<th><strong>Results</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>o Inputs to relevant parts of the draft country evaluation report; adapt the evaluation report in light of additional evidence presented or factual corrections made;</td>
<td>8 days</td>
<td>UNIDO HQ</td>
<td>Inputs to Draft report and Final report</td>
</tr>
<tr>
<td>o In addition, GEF Project GF/SIL/12/005 Evaluation Report in accordance with GEF Terminal Evaluation Guidelines.</td>
<td></td>
<td></td>
<td>Final GF/SIL/12/005 Evaluation Report</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Total</strong></th>
<th><strong>Duration</strong></th>
<th><strong>Results</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>30 days</td>
<td></td>
</tr>
</tbody>
</table>

### Qualifications

- Advanced university degree in economics, development studies or other fields related to industrial development;
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks (MDGs, Paris Declaration, One UN, etc.);
- Experience in Energy and Environment projects
- Experience in GEF project evaluations will be a asset
- Experience in managing evaluation and evaluation teams;
- Knowledge of UNIDO activities;
- Working experience within the UN system;

### Languages:

English

### Background information:

see evaluation terms of reference

### Impartiality:

According to UNIDO rules, the team member must not have been involved in the preparation, implementation or supervision of any of the programmes/projects under evaluation.
INDEPENDENT UNIDO COUNTRY EVALUATION – SIERRA LEONE

Job description

Post title: International evaluation team member
Post number: CE-SIL-IET
Duration of contract: 28 days spread over 4 months
Entry on duty date: May 2014
Duty station: UNIDO HQ, Sierra Leone,

Duties:
The team member will participate in the country evaluation in Sierra Leone according to the evaluation terms of reference. She/he will participate in all evaluation activities and contribute to the assessments under the direction of the team leader, in particular with a view to assessing UNIDO activities against UNIDO’s overall objectives, policies, competencies and capacities. The team member will perform the following tasks:

<table>
<thead>
<tr>
<th>Duties</th>
<th>Duration</th>
<th>Location</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Preparatory phase</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Study programme and project documentation (including progress reports and documentary outputs )</td>
<td>5 days</td>
<td>Home based</td>
<td>Analytical overview of available documents and of UNIDO activities in Sierra Leone</td>
</tr>
<tr>
<td>o Study relevant background information (national policies, international frameworks, etc)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Study available evaluation reports</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Briefing with Evaluation Group at HQ</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Interviews with project managers and key stakeholders at HQ</td>
<td>3 days</td>
<td>UNIDO HQ</td>
<td>Key issues of evaluation identified; Scope of evaluation clarified; inputs to the Inception report, including the proposed methodology, approach and evaluation programme</td>
</tr>
<tr>
<td>o Develop methodology and interview guidelines</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Inputs to the inception report for the country evaluation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Field mission to Sierra Leone</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Carry out meetings, visits and interviews with stakeholders</td>
<td>12 days</td>
<td>Sierra Leone with in-country travel</td>
<td>Information gathered on issues specified in ToR Draft conclusions and recommendations Agreement on structure and content of evaluation report; distribution of writing tasks</td>
</tr>
<tr>
<td>o Inputs to the drafting of the main conclusions and recommendations, and present them to stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Duties</td>
<td>Duration</td>
<td>Location</td>
<td>Results</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>----------</td>
<td>----------</td>
<td>----------------------------------------------</td>
</tr>
<tr>
<td>Drafting of evaluation report</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Inputs to relevant parts of the draft</td>
<td>8 days</td>
<td>UNIDO HQ</td>
<td>Inputs to Draft report and Final report</td>
</tr>
<tr>
<td>country evaluation report; adapt the</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>evaluation report in light of additional</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>evidence presented or factual</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>corrections made;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>28 days</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Qualifications

- Advanced university degree in economics, development studies or other fields related to industrial development;
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks (MDGs, Paris Declaration, One UN, etc.);
- Experience in managing evaluation and evaluation teams;
- Knowledge of UNIDO activities;
- Working experience within the UN system;

Languages: English

Background information: see evaluation terms of reference

Impartiality: According to UNIDO rules, the team member must not have been involved in the preparation, implementation or supervision of any of the programmes/projects under evaluation.
INDEPENDENT UNIDO COUNTRY EVALUATION – SIERRA LEONE

Job description

Post title: National evaluation consultant
Post number: CE-SIL-NET
Duration: 30 days spread over 4 months
Date required: May 2014
Duty station: Home-based and various locations in Sierra Leone

Duties:

As a member of the evaluation team and under the supervision of the evaluation team leader, the consultant will participate in the independent country evaluation in Sierra Leone according to the terms of reference attached. He/she will participate in all evaluation activities and contribute to the assessments in particular with a view to assessing the UNIDO activities in the light of national objectives, strategies and policies, cooperation priorities and institutional capacities. In particular, he/she will be expected to:

<table>
<thead>
<tr>
<th>Duties</th>
<th>Duration</th>
<th>Location</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Study relevant programme and project documentation including progress reports and documentary outputs and TOR; Study relevant background information (national policies, international frameworks, etc) Assist in the preparation of the evaluation mission in close consultation with UNIDO Field project staff in Sierra Leone and relevant government counterparts.</td>
<td>5 days</td>
<td>Home-based</td>
<td>Analytical overview of available documents; list of issues to be clarified; background data needed for evaluation collected at field level; inputs to inception report</td>
</tr>
<tr>
<td>Evaluation Team field mission Participate actively in meetings, visits and interviews according to the evaluation programme; Participate in drafting the main conclusions and recommendations, and present them to stakeholders in accordance with the instructions of the team leader</td>
<td>10 days</td>
<td>Sierra Leone with in-country travel</td>
<td>Notes, tables; information gathered on issues specified in ToR; Draft conclusions and recommendations</td>
</tr>
<tr>
<td>Duties</td>
<td>Duration</td>
<td>Location</td>
<td>Results</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------</td>
<td>----------</td>
<td>-------------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Carry out additional interviews as required</td>
<td>5 day</td>
<td>Sierra Leone with in-country</td>
<td>Interview protocols, findings incorporated in evaluation report</td>
</tr>
<tr>
<td>Participate in the preparation/review of the report according to the instructions of the team leader, and providing country specific background information and national context inputs to the report</td>
<td>10 days</td>
<td>Home-based</td>
<td>Inputs to the report</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>30 days</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Qualifications**
- University degree in a field relevant to industrial development
- Knowledge of Sierra Leone's industrial development situation, institutions and programmes
- Working experience with international organizations and the UN system an asset
- Evaluation experience desirable.

Languages: English

Background information: see evaluation terms of reference

Impartiality: According to UNIDO rules, the consultant must not have been involved in the preparation, implementation or supervision of the project subject to this evaluation.
ANNEX B: Tentative evaluation report outline

Acknowledgments
Acronyms and Abbreviations
Glossary of Terms
Executive Summary

MAIN REPORT:

1. BACKGROUND
   1.1. Introduction and background
       o Evaluation objectives
       o Methodology
       o Evaluation process
       o Limitations of evaluation
   1.2. Country context
       o Historical context
       o Brief overview of recent economic development
       o Industrial situation and relevant sector specific information
       o Development challenges facing the country
       o Relevant Government policies, strategies and initiatives
       o Initiatives of international cooperation partners
   1.3. Description of UNIDO activities in the countries
       o Major TC components, main objectives and problems they address
       o Brief overview of other important activities (Global Forum)

2. ASSESSMENT
   2.1. Performance of TC Interventions
       o Private sector development
       o Agri-business/Agro-industry
         (plus specific US/SIL/10/002 project section/annex)
       o Energy and environment
       o Trade capacity building
   2.2. Global forum activities
   2.3. Performance in cross-cutting issues
       o Gender
       o Environment
       o Procurement process/services
       o UNIDO cooperation with partner agencies
       o UNIDO Desk and the UNIDO Office in Guinea: its function in covering activities in Sierra Leone

3. MAIN CONCLUSIONS, RECOMMENDATIONS AND LESSONS
   o Conclusions
   o Recommendations
   o Lessons Learned

4. ANNEXES
   o Annex A: Terms of reference
   o Annex B: List of persons met
   o Annex C: Bibliography
   o Annex D: Project assessments and reviews
   o Annex E: Country map and project sites
ANNEX C: 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. The methods employed are explained and appropriate for answering the evaluation questions. The evaluation report gives a complete description of stakeholder’s consultation process in the evaluation. The report describes the data sources and collection methods and their limitations. The evaluation report was delivered in a timely manner so that the evaluation objective (e.g. important deadlines for presentations) was not affected.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Evaluation object</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The logic model and/or the expected results chain (inputs, outputs and outcomes) of the object is clearly described. The key social, political, economic, demographic, and institutional factors that have a direct bearing on the object are described. The key stakeholders involved in the object implementation, including the implementing agency(s) and partners, other key stakeholders and their roles are described. The report identifies the implementation status of the object, including its phase of 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.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Findings and conclusions</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


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.

<table>
<thead>
<tr>
<th>Recommendations and lessons learned</th>
</tr>
</thead>
<tbody>
<tr>
<td>The lessons and recommendations are based on the findings and conclusions presented in the report.</td>
</tr>
<tr>
<td>The recommendations specify the actions necessary to correct existing conditions or improve operations (‘who?’ ‘what?’ ‘where?’ ‘when?’).</td>
</tr>
<tr>
<td>Recommendations are implementable and take resource implications into account.</td>
</tr>
<tr>
<td>Lessons are readily applicable in other contexts and suggest prescriptive action.</td>
</tr>
</tbody>
</table>

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 = 0.
ANNEX D: Reference Documents (preliminary)

- Project documents of individual TC projects
- Project progress reports and self-assessments
- Back-to-office reports of project managers
- Independent evaluation of the UNIDO integrated programme in Sierra Leone (2008)
- Thematic review of UNIDO’s Agri-business/Agro-industry development interventions (2010)
- Independent thematic evaluation of UNIDO’s Post-crisis interventions (draft 2014)
- UNIDO projects in the area of Standards, Metrology, Testing and Quality - SMTQ (2010)
- Independent thematic review. UNIDO projects for the promotion of small hydro power for productive use (2009)
- UNIDO Programme and Budget
- UNIDO Medium Term Planning Framework
- UNIDO’s contribution to the Millennium Development Goals (October 2012)
- Economist Intelligence Unit documents: country profile and country reports
- Human Development Report 2013 (UNDP. 2013)
- Industrial reports on sectors from different sources
- World Bank data and statistics on Sierra Leone