



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

## **TERMS OF REFERENCE**

**Independent terminal evaluation of the UNIDO project:**

**Reducing greenhouse gas emissions through improved  
energy efficiency in the industrial sector in Moldova**

UNIDO Project Number: GF/MOL/10/001

UNIDO SAP ID: 103043

GEF Project Number: 3719

**AUGUST 2015**

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## I. Project background and overview

### 1. Project factsheet

<b>Project title</b>	<b>Reducing greenhouse gas emissions through improved energy efficiency in the industrial sector in Moldova</b>
<b>GEF ID number</b>	<b>3719</b>
<b>UNIDO ID (SAP number)</b>	<b>GF/MOL/10/001</b>
<b>Country(ies)</b>	<b>Moldova</b>
<b>GEF focal area and operational program</b>	<b>GEF-4 Climate Change 2: Promoting energy efficiency in the industrial sector, SP2 – Industrial Energy Efficiency</b>
<b>GEF agencies (implementing Agency)</b>	<b>UNIDO</b>
<b>Project executing partner</b>	<b>Ministry of Environment, Ministry of Economy of the Republic of Moldova</b>
<b>Project implementation start date</b>	<b>June 2010</b>
<b>Project duration (months)</b>	<b>36</b>
<b>GEF grant (USD)</b>	<b>960,000</b>
<b>UNIDO agency fee (USD)</b>	<b>96,000</b>
<b>UNIDO inputs (USD)</b>	<b>200,000</b>
<b>Counterpart inputs - Co-financing (USD) at CEO endorsement</b>	<b>3,302,500</b>

Source: Project document

### 2. Project summary

The project **Reducing greenhouse gas emissions through improved energy efficiency in the industrial sector in Moldova**, UNIDO ID: GF/MOL/10/001, GEF ID Number: 3719 has the objective to improve energy efficiency of the Moldovan industrial sector leading to reduced global environmental impact and enhanced competitiveness.

The project entailed three project components:

1. Project Component 1 (PC1): Development, formulation and implementation of policies, regulation and programs to promote and support sustainable industrial energy efficiency with the following expected outputs:
  - I. Development and establishment of an IEE Monitoring, Tracking and Benchmarking Program;
  - II. Development and establishment of a National IEE Best Practices Dissemination Program;

- II. Development and establishment of a National IEE Best Practices Recognition Program; and
  - III. Development and establishment of a National Industrial Energy Manager Certification Program.
2. Project Component 2 (PC2): Capacity building, development of tools for and implementation of industrial systems optimization and energy management, with the following expected outputs:
- I. A team of 40 professionals, comprising of energy efficiency consultants and experts, industry engineers and managers, industrial equipment vendors and others are trained at an expert level and are equipped with the technical capacity and tools required to: a) develop and implement energy management systems and energy efficiency projects, focusing on steam system optimization, in industry; b) provide training to industry and energy professionals and offer commercial IEE services.
  - II. At least 40 IEE projects for cumulative 213-426 GWh of energy savings are developed and implemented by industrial enterprises as result of their participation in the Expert Training program of the project;
  - III. Industry decision-makers understand their potential for EE gains and consequent environmental and economic benefits; and
  - IV. A Practical Guide to the Implementation of Energy Management in Industry in compliance with the EN 16001 and ISO 50001 international standards is developed.
3. Project Component 3 (PC3): Industrial energy efficiency pilot projects, with the following expected output:

At least 6 pilot IEE projects for cumulative 45-60 GWh of energy savings over the investments duration are implemented by enterprises, from key industrial sectors, partnering in the project.

The project is funded through a GEF grant, amounting to USD 960,000, a UNIDO contribution of USD 200,000; Implementing agency's fee is USD 96,000; and the counterparts' co-financing of USD 3,302,500, which amount to total project budget of USD 4,262,500. Details on the budget will be presented in section 5.

Republic of Moldova has initiated this project and asked GEF's grant as a result of the conclusion of the Government that the Greenhouse Gas Emissions should be reduced through improved Industrial Energy Efficiency (IEE).

An independent terminal evaluation for this project was foreseen in the project document as part of the Budgeted Monitoring and Evaluation Plan, with the purpose of conducting a systematic and impartial assessment of the project in line with UNIDO and GEF Evaluation policies. The terminal evaluation is planned to take place from October to December 2015.

### **3. Project objective**

The goal of the project to reduce energy use related emissions of greenhouse gases produced by Moldova manufacturing sector activities and growth.

The objective of the project is to improve the energy efficiency of the Moldovan industrial sector leading to reduced global environmental impact and enhanced competitiveness.

The project strived to address many of the existing barriers to industrial energy efficiency (IEE), to deliver measurable results and to make an impact on how Moldovan industry manages and uses energy through an integrated approach that combines substantial capacity building with technical assistance interventions at the policy and EE project level. Primary target groups of the project were manufacturing enterprises decision-makers (managers and engineers), industrial equipment vendors, energy professionals and service providers, and energy efficiency policy-making and implementing institutions.

The project consisted of three technical components:

1. PC1 aimed to address the inadequacy of existing policies, institutions and regulatory framework to effectively promote and support industrial energy efficiency and the lack of technical expertise, resources and programs that lay behind it. Furthermore, it was to make a major contribution towards raising industry awareness of its economic potential for energy efficiency improvements and thereby stimulating increased demand for IEE services.
2. PC2 primarily focused on addressing the insufficient technical capacity within enterprises and in the market for identification, development and implementation of industrial energy efficiency projects and continual improvement of energy performance. As integral part of its training program, this component also worked with at least forty enterprises to identify, develop and implement operational improvement measures and steam system optimization projects, and generated a number of case studies for dissemination.
3. PC3 tackled the issue with lack of funds of the enterprises for development and preparation of IEE projects and lack of available national IEE best practices to support awareness raising and IEE promotion initiative.

### **4. Project implementation arrangements**

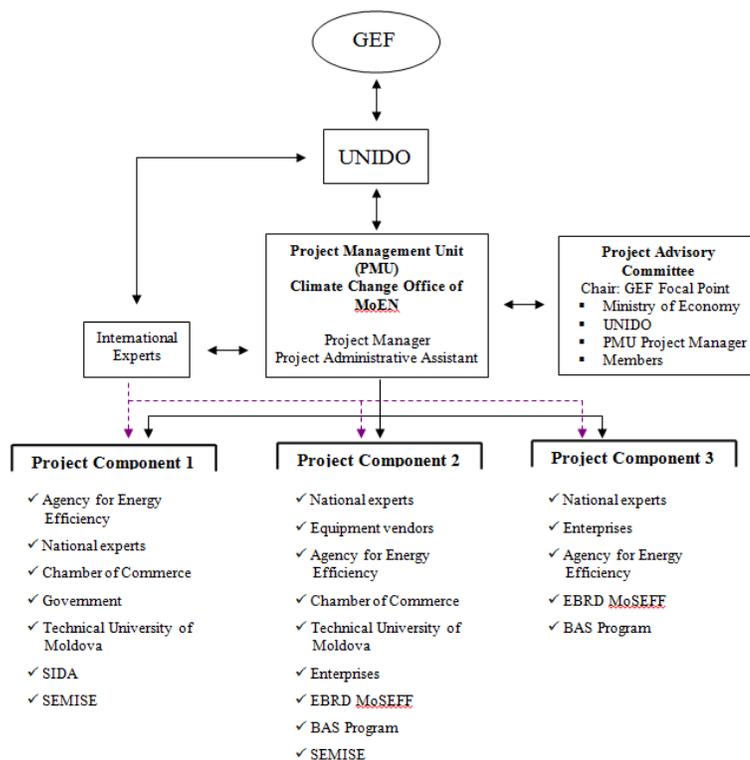
UNIDO has acted as GEF implementing agency for this project, with the responsibility for project implementation, delivery of planned outputs and achievement of expected outcomes. The execution of the project was primary and main responsibility of the Climate Change Office (CCO) of the Ministry of Environment (MoEN) and the Agency for Energy Efficiency of the Ministry of Economy (MEC) of the Republic of Moldova, with UNIDO playing a subsidiary role.

As agreed with the Government of Moldova and in line with the current legislation, the Climate Change Office of the MoEN had overall coordination responsibility while the MEC was responsible for the substantive work to be performed under PC 1: Development, formulation and implementation of policies, regulation and programs to promote and support sustainable industrial energy efficiency (IEE).

UNIDO was responsible for the overall management and monitoring of the project, and reporting on the project performance to the GEF, as well as of procuring the international expertise needed to deliver the outputs planned under the three project components, and of providing the supplemental technical expertise to ensure that international teams' deliverables are technically sound and consistent with the requirements of the project.

A Project Management Unit (PMU) was established within the Climate Change Office of the MoEN, consisting of the National Project Manager (NPM) and the Project Administrative Assistant (PAA). The PMU was responsible for the day-to-day management, monitoring and evaluation of project activities as per agreed project work plan. In close collaboration with the Ministry of Economy and the Agency for Energy Efficiency, the PMU coordinated all project activities being carried out by project national experts and partners. A Project Advisory Committee (PAC) was expected to be established for periodically reviewing project implementation progress, facilitated co-ordination between project partners, provided transparency and guidance, and ensuring ownership, support and sustainability of the project results. Figure 1 shows a diagram of the project implementation arrangement.

Figure 1. Diagram of project implementation arrangement



## 5. Budget information

The total budget of the project (including support costs) is USD 4,262,500 with the majority of the co-funding coming from the private sector and UNIDO. The total budget provided by the GEF to UNIDO to implement the project was USD 960,000, excluding agency support cost of USD 96,000. As of 30 June 2015, **82.7%** of the GEF-funded budget of the implementation phase has been committed and/or spent.

### a) Overall cost and financing (including co-financing):

According to the project document, 25% of the total budget from the GEF grant, and 5.7% from the co-financing budget should have been spent for the project component 1 – Development, formulation and implementation of policies, regulation and programs to promote and support sustainable industrial energy efficiency (IEE). For the project component 2 – Capacity building, development of tools for and implementation of industrial systems optimization and energy management should have been spent 42.7 percent of the GEF grant, and 40.6% of the co-financing means. Finally, for the project component 3 – Industrial energy efficiency pilot projects should have been spent 20.8% of the GEF grant, and only 50.6% from the co-financing funds, as it can be seen on the table below.

Project Components	Indicative GEF Financing (US\$)	Indicative GEF Financing (%)	Indicative Co-financing (US\$)	Indicative Co-financing (%)	Total (US\$)
1. Development, formulation and implementation of policies, regulation and programs to promote and support sustainable industrial energy efficiency (IEE).	240,000	25	188,500	5.7	<b>428,500</b>
2. Capacity building, development of tools for and implementation of industrial systems optimization and energy management	410,000	42.7	1,340,500	40.6	<b>1,750,500</b>
3. Industrial energy efficiency pilot projects	200,000	20.8	1,670,500	50.6	<b>1,870,500</b>
4. M&E - Final evaluation	17,000	1.8	10,000	0.3	<b>27,000</b>
5. Project management	93,000	9.7	93,000	2.8	<b>186,000</b>
<b>Total project costs (US\$)</b>	<b>960,000</b>	<b>100</b>	<b>3,302,500</b>	<b>100</b>	<b>4,262,500</b>

Source: Project document

### b) UNIDO budget execution (GEF funding excluding agency support cost):

According to the table shown below, as of 30 June 2015 approximately 82.7% of the total GEF Grant of USD 960,000 has been spent or committed. In more detail, expenditures and fund commitments made so far were distributed as follows: 34.2% for hiring international consultants, 0.9% for local travel, 26.5% for hiring national consultants, 24.2% for international and national subcontractors, 4.9% for conducting trainings, workshops, etc., 8.9% for equipment and premises and 0.4% for other miscellaneous project related expenditures. The table below provides an overview of the expenditures/commitments breakdown by budget item/line.

Budget line	Item	Total expenditure (USD)	Total expenditure (% of total budget)
1100	Int. consultants	271,881	28.3%
1500	Local travel	6,971	0.7%
1700	Nat. consultants	210,668	21.9%
2100	Contractual services	192,067	20.0%
3000	Trainings, study tours, int. meetings, conferences	38,780	4.0%
4000	Premises, equipment	70,736	7.4%
5100	Other direct costs, misc. expenditures, evaluation	3,012	0.4%
<b>GRANT TOTAL</b>		<b>794,136</b>	<b>82.7%</b>

Source: SAP database, UNIDO Project Manager

#### IV. Scope and purpose of the evaluation

The terminal evaluation will cover the whole duration of the project from its starting date in June 2010 to the estimated completion date in December 2014. It will assess project performance against the evaluation criteria: relevance, effectiveness, efficiency, sustainability and impact.

The terminal evaluation has an additional purpose of drawing lessons and developing recommendations for UNIDO and the GEF that may help for improving the selection, enhancing the design and implementation of similar future projects and activities in the country and on a global scale upon project completion. The terminal evaluation report should include examples of good practices for other projects in a focal area, country, or region.

The evaluation team should provide an analysis of the attainment of the main objective and specific objectives under the three core project components. Through its assessments, the evaluation team should enable the Government, counterparts, the GEF, UNIDO and other stakeholders and donors to verify prospects for development impact and sustainability, providing an analysis of the attainment of global environmental objectives, project objectives, delivery and completion of project outputs/activities, and outcomes/impacts based on indicators. The assessment includes re-examination of the relevance of the objectives and other elements of project design according to the project evaluation parameters defined in chapter VI.

**The key question of the terminal evaluation is whether the project has achieved or is likely to achieve the project objective, i.e. if the project has improved the Energy Efficiency of Moldovan Industrial Sector leading to reduced global environmental impact and enhanced competitiveness.**

#### V. Evaluation approach and methodology

The terminal evaluation will be conducted in accordance with the UNIDO Evaluation Policy, the UNIDO Guidelines for the Technical Cooperation Programmes and Projects, the GEF's 2008 Guidelines for Implementing and Executing Agencies to Conduct Terminal Evaluations, the GEF Monitoring and Evaluation Policy from 2010 and the Recommended Minimum Fiduciary Standards for GEF Implementing and Executing Agencies.

It will be carried out as an independent in-depth evaluation using a participatory approach whereby all key parties associated with the project are kept informed and regularly consulted throughout the evaluation. The evaluation team leader will liaise with the UNIDO Office for Independent Evaluation (ODG/EVA) on the conduct of the evaluation and methodological issues.

The evaluation team will be required to use different methods to ensure that data gathering and analysis deliver evidence-based qualitative and quantitative information, based on diverse sources: desk studies and literature review, statistical analysis, individual interviews, focus group meetings, surveys and direct observation. This approach will not only enable the evaluation to assess causality through quantitative means but also to provide reasons for why certain results were achieved or not and to triangulate information for higher reliability of findings. The concrete mixed methodological approach will be described in the inception report.

The evaluation team will develop interview guidelines. Field interviews can take place either in the form of focus-group discussions or one-to-one consultations.

The methodology will be based on the following:

1. A desk review of project documents including, but not limited to:
  - (a) The original project document, monitoring reports (such as progress and financial reports to UNIDO and GEF annual Project Implementation Review (PIR) reports), GEF Tracking Tool, output reports (case studies, action plans, sub-regional strategies, etc.) and relevant correspondence.
  - (b) Notes from the meetings of committees involved in the project (e.g. approval and steering committees).
  - (c) Other project-related material produced by the project.
2. Since the project document contains a project results framework (included in annex 8 of the ToR), the evaluation team will assess performance against this framework. The validity of the theory of change will be re-examined through specific questions in the interviews and, possibly, through a survey of the following stakeholders and co-financers: Ministry of Environment of the Republic of Moldova, Ministry of Economy – AEE of the Republic of Moldova, Technical University of Moldova, and to the representatives from the private and public sector companies that have partnered with and have been assisted by the project: Carmez, Franzeluta, Lactis, Natur Bravo, Sudzucker and others.
3. Counter-factual information: Baselines and background information for the benchmarks exist for this project.
4. Interviews with project management and technical support including staff and management at UNIDO HQ and – if necessary - staff associated with the project's financial administration and procurement.
5. Interviews with project partners including Government counterparts from the Republic of Moldova, GEF focal points and partners that have been selected for co-financing as shown in the corresponding sections of the project documents.
6. On-site observation of results achieved in demonstration projects, including interviews of actual and potential beneficiaries of improved technologies.
7. Interviews and telephone interviews with intended users for the project outputs and other stakeholders involved with this project. The evaluator shall determine

whether to seek additional information and opinions from representatives of any donor agencies or other organizations.

8. Interviews with the Project Advisory Committee (PSC) members and the various national and sub-regional authorities dealing with project activities as necessary. If deemed necessary, the evaluator shall also gain broader perspectives from discussions with relevant GEF Secretariat staff.
9. Other interviews, surveys or document reviews as deemed necessary by the evaluator and/or UNIDO, ODG/EVA.
10. The inception report will provide details on the methodology used by the evaluation team and include an evaluation matrix.

## **VI. Evaluation team composition**

The evaluation team will be composed of one international evaluation consultant acting as a team leader and one national evaluation consultant.

The evaluation team should be able to provide information relevant for follow-up studies, including evaluation verification on request to the GEF partnership up to two years after completion of the evaluation.

Both consultants will be contracted by UNIDO. The tasks of each team member are specified in the job descriptions attached to these terms of reference.

Members of the evaluation team must not have been directly involved in the design and/or implementation of the programme/projects.

The Project Manager at UNIDO and the Project Team in Moldova will support the evaluation team. The UNIDO GEF Coordinator will be briefed on the evaluation and equally provide support to its conduct.

## **VII. Time schedule and deliverables**

The evaluation is scheduled to take place in the period from October to December 2015. The field mission is planned for October 2015. At the end of the field mission, there will be a presentation of the preliminary findings for all stakeholders involved in this project in the Republic of Moldova.

After the field mission, the evaluation team leader will come to UNIDO HQ for debriefing and presentation of the preliminary findings of the Terminal Evaluation. The draft Terminal evaluation report will be submitted 4-6 weeks after the end of the mission.

## **VIII. Project evaluation parameters**

The evaluation team will rate the projects. ***The ratings for the parameters described in the following sub-chapters A to J will be presented in the form of a table*** with each of the categories rated separately and with **brief justifications for the rating** based on the findings of the main analysis. An overall rating for the project should also be given. The rating system to be applied is specified in annexes 1 and 2.

## **A. Project design**

The evaluation will examine the extent to which the:

- ✓ Project's design is adequate to address the problems at hand;
- ✓ a participatory project identification process was instrumental in selecting problem areas and national counterparts;
- ✓ Project has a clear thematically focused development objective, the attainment of which can be determined by a set of verifiable indicators;
- ✓ Project was formulated based on the logical framework (project results framework) approach;
- ✓ Project was formulated with the participation of national counterpart and/or target beneficiaries; and
- ✓ Relevant country representatives (from government, industries and civil society) have been appropriately involved and were participating in the identification of critical problem areas and the development of technical cooperation strategies.

## **B. Project relevance**

The evaluation will examine the extent to which the project is relevant to the:

- ✓ National development and environmental priorities and strategies of the Government and population of Republic of Moldova, and regional and international agreements. See possible evaluation questions under "Country ownership/drivenness" below.
- ✓ Target groups: relevance of the project's objectives, outcomes and outputs to the different target groups of the interventions (e.g. companies, civil society, beneficiaries of capacity building and training, etc.).
- ✓ GEF's focal areas/operational programme strategies: In retrospect, were the project's outcomes consistent with the focal areas/operational program strategies for climate change, more specifically promoting energy efficiency in the industrial sector of GEF? Ascertain the likely nature and significance of the contribution of the project outcomes to the wider portfolio of GEF's Strategic Program 2: Promoting energy efficiency in the industrial sector.
- ✓ UNIDO's thematic priorities: Were they in line with UNIDO's mandate, objectives and outcomes defined in the Programme & Budget and core competencies?
- ✓ Does the project remain relevant taking into account the changing environment?

## **C. Effectiveness: objectives and planned final results at the end of the project**

- The evaluation will assess to what extent results at various levels, including outcomes, have been achieved. In detail, the following issues will be assessed: To what extent have the expected outputs, outcomes and long-term objectives been achieved or are likely to be achieved? Has the project generated any results that could lead to changes of the assisted institutions? Have there been any unplanned effects?
- Are the project outcomes commensurate with the original or modified project objectives? If the original or modified expected results are merely outputs/inputs, the evaluators should assess if there were any real outcomes of the project and, if there were, determine whether these are commensurate with realistic expectations from the project.
- How do the stakeholders perceive the quality of outputs? Were the targeted beneficiary groups actually reached?

- What outputs and outcomes has the project achieved so far (both qualitative and quantitative results)? Has the project generated any results that could lead to changes of the assisted institutions? Have there been any unplanned effects?
- Identify actual and/or potential longer-term impacts or at least indicate the steps taken to assess these (see also below “monitoring of long term changes”). Wherever possible, evaluators should indicate how findings on impacts will be reported in future.
- Describe any catalytic or replication effects: the evaluation will describe any catalytic or replication effect both within and outside the project. If no effects are identified, the evaluation will describe the catalytic or replication actions that the project carried out. No ratings are requested for the project’s catalytic role.

#### **D. Efficiency**

The extent to which:

- The project cost was effective? Was the project using the least cost options?
- Has the project produced results (outputs and outcomes) within the expected time frame? Was project implementation delayed, and, if it was, did that affect cost effectiveness or results? Wherever possible, the evaluator should also compare the costs incurred and the time taken to achieve outcomes with that for similar projects. Are the project’s activities in line with the schedule of activities as defined by the project team and annual work plans? Are the disbursements and project expenditures in line with budgets?
- Have the inputs from the donor, UNIDO and Government/counterpart been provided as planned, and were they adequate to meet requirements? Was the quality of UNIDO inputs and services as planned and timely?
- Was there coordination with other UNIDO and other donors’ projects, and did possible synergy effects happen?

#### **E. Assessment of sustainability of project outcomes**

Sustainability is understood as the likelihood of continued benefits after the GEF project ends. Assessment of sustainability of outcomes will be given special attention but also technical, financial and organization sustainability will be reviewed. This assessment should explain how the risks to project outcomes will affect continuation of benefits after the GEF project ends. It will include both exogenous and endogenous risks. The following four dimensions or aspects of risks to sustainability will be addressed:

- ✓ **Financial risks.** Are there any financial risks that may jeopardize sustainability of project outcomes? What is the likelihood of financial and economic resources not being available once GEF assistance ends? (Such resources can be from multiple sources, such as the public and private sectors or income-generating activities; these can also include trends that indicate the likelihood that, in future, there will be adequate financial resources for sustaining project outcomes.) Was the project successful in identifying and leveraging co-financing?
- ✓ **Sociopolitical risks.** Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained?

Do the various key stakeholders see that it is in their interest that project benefits continue to flow? Is there sufficient public/stakeholder awareness in support of the project's long-term objectives?

- ✓ **Institutional framework and governance risks.** Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits? Are requisite systems for accountability and transparency, and required technical know-how, in place?
- ✓ **Environmental risks.** Are there any environmental risks that may jeopardize sustainability of project outcomes? Are there any environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits? The evaluation should assess whether certain activities will pose a threat to the sustainability of the project outcomes.

#### F. Assessment of monitoring and evaluation systems

- **M&E design.** Did the project have an M&E plan to monitor results and track progress towards achieving project objectives? The Evaluation will assess whether the project met the minimum requirements for the application of the Project M&E plan (see Annex 3).
- **M&E plan implementation.** The evaluation should verify that an M&E system was in place and facilitated timely tracking of progress toward project objectives by collecting information on chosen indicators continually throughout the project implementation period; annual project reports were complete and accurate, with well-justified ratings; the information provided by the M&E system was used during the project to improve performance and to adapt to changing needs; and the project had an M&E system in place with proper training for parties responsible for M&E activities to ensure that data will continue to be collected and used after project closure. Were monitoring and self-evaluation carried out effectively, based on indicators for outputs, outcomes and impacts? Are there any annual work plans? Was any steering or advisory mechanism put in place? Did reporting and performance reviews take place regularly?
- **Budgeting and Funding for M&E activities.** In addition to incorporating information on funding for M&E while assessing M&E design, the evaluators will determine whether M&E was sufficiently budgeted for at the project planning stage and whether M&E was adequately funded and in a timely manner during implementation.

#### G. Monitoring of long-term changes

The monitoring and evaluation of long-term changes is often incorporated in GEF-supported projects as a separate component and may include determination of environmental baselines; specification of indicators; and provisioning of equipment and capacity building for data gathering, analysis, and use. This section of the evaluation report will describe project actions and accomplishments toward establishing a long-term monitoring system. The review will address the following questions:

- a. Did this project contribute to the establishment of a long-term monitoring system? If it did not, should the project have included such a component?
- b. What were the accomplishments and shortcomings in establishment of this system?

- c. Is the system sustainable—that is, is it embedded in a proper institutional structure and does it have financing? How likely is it that this system continues operating upon project completion?
- d. Is the information generated by this system being used as originally intended?

#### H. Assessment of processes affecting achievement of project results

Among other factors, when relevant, the evaluation will consider a number of issues affecting project implementation and attainment of project results. The assessment of these issues can be integrated into the analyses of project design, relevance, effectiveness, efficiency, sustainability and management as the evaluators find them fit (it is not necessary, however it is possible to have a separate chapter on these aspects in the evaluation report). The evaluation will consider, but need not be limited to, the following issues that may have affected project implementation and achievement of project results:

- a. **Preparation and readiness / Quality at entry.** Were the project's objectives and components clear, practicable, and feasible within its time frame? Were counterpart resources (funding, staff, and facilities), and adequate project management arrangements in place at project entry? Were the capacities of executing institution and counterparts properly considered when the project was designed? Were lessons from other relevant projects properly incorporated in the project design? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project approval?
- b. **Country ownership/drivenness.** Was the project concept in line with the sectoral and development priorities and plans of the country—or of participating countries, in the case of multi-country projects? Are project outcomes contributing to national development priorities and plans? Were the relevant country representatives from government and civil society involved in the project? Did the recipient government maintain its financial commitment to the project? Has the government—or governments in the case of multi-country projects—approved policies or regulatory frameworks in line with the project's objectives?
- c. **Stakeholder involvement.** Did the project involve the relevant stakeholders through information sharing and consultation? Did the project implement appropriate outreach and public awareness campaigns? Were the relevant vulnerable groups and powerful supporters and opponents of the processes properly involved? Which stakeholders were involved in the project (i.e. NGOs, private sector, other UN Agencies etc.) and what were their immediate tasks? Did the project consult with and make use of the skills, experience, and knowledge of the appropriate government entities, nongovernmental organizations, community groups, private sector entities, local governments, and academic institutions in the design, implementation, and evaluation of project activities? Were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process taken into account while taking decisions? Were the relevant vulnerable groups and the powerful, the supporters and the opponents, of the processes properly involved?
- d. **Financial planning.** Did the project have appropriate financial controls, including reporting and planning, that allowed management to make informed decisions regarding the budget and allowed for timely flow of funds? Was there due diligence in the management of funds and financial audits? Did promised co-financing materialize? Specifically, the evaluation should also include a

breakdown of final actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co-financing.

- e. **UNIDO's supervision and backstopping.** Did UNIDO staff identify problems in a timely fashion and accurately estimate their seriousness? Did UNIDO staff provide quality support and advice to the project, approve modifications in time, and restructure the project when needed? Did UNIDO provide the right staffing levels, continuity, skill mix, and frequency of field visits for the project?
- f. **Co-financing and project outcomes and sustainability.** If there was a difference in the level of expected co-financing and the co-financing actually realized, what were the reasons for the variance? Did the extent of materialization of co-financing affect project outcomes and/or sustainability, and, if so, in what ways and through what causal linkages?
- g. **Delays and project outcomes and sustainability.** If there were delays in project implementation and completion, what were the reasons? Did the delays affect project outcomes and/or sustainability, and, if so, in what ways and through what causal linkages?
- h. **Implementation approach<sup>1</sup>.** Is the implementation approach chosen different from other implementation approaches applied by UNIDO and other agencies? Does the approach comply with the principles of the Paris Declaration? Does the approach promote local ownership and capacity building? Does the approach involve significant risks?

The evaluation team will rate the project performance as required by the GEF. The ratings will be given to four criteria: Project Results, Sustainability, Monitoring and Evaluation, and UNIDO related issues as specified in Annex 2. The ratings will be presented in a table with each of the categories rated separately and with brief justifications for the rating based on the findings of the main analysis. An overall rating for the project should also be given. The rating system to be applied is specified in the same annex. As per the GEF's requirements, the report should also provide information on project identification, time frame, actual expenditures, and co-financing in the format in Annex 5, which is modeled after the GEF's project identification form (PIF).

## I. Project coordination and management

The extent to which:

- The national management and overall coordination mechanisms have been efficient and effective? Did each partner have assigned roles and responsibilities from the beginning? Did each partner fulfil its role and responsibilities (e.g., providing strategic support, monitoring and reviewing performance, allocating funds, providing technical support, following up agreed/corrective actions)?
- The UNIDO HQ and Field Office based management, coordination, monitoring, quality control and technical inputs have been efficient, timely and effective (e.g., problems identified timely and accurately; quality support provided timely and effectively; right staffing levels, continuity, skill mix and frequency of field visits)?

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<sup>1</sup> Implementation approach refers to the concrete manifestation of cooperation between UNIDO, Government counterparts and local implementing partners. Usually POPs projects apply a combination of agency execution (direct provision of services by UNIDO) with elements of national execution through sub-contracts.

- The national management and overall coordination mechanisms were efficient and effective? Did each partner have specific roles and responsibilities from the beginning till the end? Did each partner fulfill its role and responsibilities (e.g. providing strategic support, monitoring and reviewing performance, allocating funds, providing technical support, following up agreed/corrective actions...)? Were the UNIDO HQ based management, coordination, quality control and technical inputs efficient, timely and effective (e.g., problems identified timely and accurately; quality support provided timely and effectively; right staffing levels, continuity, skill mix and frequency of field visits)?

#### **J. Assessment of gender mainstreaming**

The evaluation will consider, but need not be limited to, the following issues that may have affected gender mainstreaming in the project:

- To which extent were socioeconomic benefits delivered by the project at the national and local levels, including consideration of gender dimensions?

### **IX. Reporting**

#### **Inception report**

This Terms of Reference provides some information on the evaluation methodology but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with the project manager the International Evaluation Consultant will prepare, in collaboration with the national consultant, a short inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type of and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Officer. The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); division of work between the International Evaluation Consultant and National Consultant; mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable<sup>2</sup>.

#### **Evaluation report format and review procedures**

The draft report will be delivered to UNIDO, ODG/EVA (the suggested report outline is in annex 1) and circulated to UNIDO staff and national stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report provided by the stakeholders will be sent to UNIDO, ODG/EVA for collation and onward transmission to the project evaluation team who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

The evaluation team will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feed-back in preparing the evaluation report. A presentation of preliminary findings will take place in Moldova and at HQ after the field mission.

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<sup>2</sup> The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by the UNIDO Office for Independent Evaluation.

The terminal evaluation report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, exactly what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given in annex 1.

### **Evaluation work plan**

The evaluation work plan includes the following main products:

1. Desk review, briefing by project manager and development of methodology: Following the receipt of all relevant documents, and consultation with the Project Manager about the documentation, including reaching an agreement on the Methodology, the desk review could be completed.
2. Inception report: At the time for departure to the field mission, the complete gamete of received materials have been reviewed and consolidated into the Inception report.
3. Field mission: The principal responsibility for managing this evaluation lies with UNIDO. It will be responsible for liaising with the project team to set up the stakeholder interviews, arrange the field missions, coordinate with the Government. At the end of the field mission, there will be a presentation of preliminary findings to the key stakeholders in the country where the project was implemented.
4. Preliminary findings from the field mission: Following the field mission, the main findings, conclusions and recommendations would be prepared and presented in the field and at UNIDO Headquarters.
5. A draft terminal evaluation report will be forwarded electronically to the Office for Independent Evaluation and circulated to main stakeholders.
6. Final terminal evaluation report will incorporate comments received.

<b>Evaluation phases</b>	<b>Deliverables</b>
Desk review	Development of methodology approach and evaluation tools
Briefing with UNIDO Office for Independent Evaluation, Project Managers and other key stakeholder at HQ	Interview notes, detailed evaluation schedule and list of stakeholders to interview during field mission
Data analysis	Inception evaluation report
Field mission Present preliminary findings and recommendations to key stakeholders in the field	Presentation of main findings to key stakeholders in Moldova
Present preliminary findings and recommendations to the stakeholders at UNIDO HQ	Presentation slides
Analysis of the data collected	Draft terminal evaluation report
Circulation of the draft report to UNIDO/relevant stakeholders and revision	Final terminal evaluation report

## **X. Quality assurance**

All UNIDO evaluations are subject to quality assessments by the UNIDO Office for Independent Evaluation. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO's Office for Independent Evaluation, providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by the Office for Independent Evaluation). The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality, attached as Annex 4. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO's Office for Independent Evaluation should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Office for Independent Evaluation, which will submit the final report to the GEF Evaluation Office and circulate it within UNIDO together with a management response sheet.

## **Annex 1 - Outline of an in-depth project evaluation report**

### **Executive summary**

- Must provide a synopsis of the storyline which includes the main evaluation findings and recommendations
- Must present strengths and weaknesses of the project
- Must be self-explanatory and should be 3-4 pages in length

### **I. Evaluation objectives, methodology and process**

- Information on the evaluation: why, when, by whom, etc.
- Scope and objectives of the evaluation, main questions to be addressed
- Information sources and availability of information
- Methodological remarks, limitations encountered and validity of the findings

### **II. Countries and project background**

- Brief countries context: an overview of the economy, the environment, institutional development, demographic and other data of relevance to the project
- Sector-specific issues of concern to the project<sup>3</sup> and important developments during the project implementation period
- Project summary:
  - Fact sheet of the project: including project objectives and structure, donors and counterparts, project timing and duration, project costs and co-financing
  - Brief description including history and previous cooperation
  - Project implementation arrangements and implementation modalities, institutions involved, major changes to project implementation
  - Positioning of the UNIDO project (other initiatives of government, other donors, private sector, etc.)
  - Counterpart organization(s)

### **III. Project assessment**

This is the key chapter of the report and should address all evaluation criteria and questions outlined in the TOR (see section VI Project Evaluation Parameters). Assessment must be based on factual evidence collected and analyzed from different sources. The evaluators' assessment can be broken into the following sections:

- A. Design
- B. Relevance (Report on the relevance of project towards countries and beneficiaries)
- C. Effectiveness (The extent to which the development intervention's objectives and deliverables were achieved, or are expected to be achieved, taking into account their relative importance)
- D. Efficiency (Report on the overall cost-benefit of the project and partner Countries contribution to the achievement of project objectives)
- E. Sustainability of Project Outcomes (Report on the risks and vulnerability of the project, considering the likely effects of sociopolitical and institutional changes in partner countries, and its impact on continuation of benefits)

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<sup>3</sup> Explicit and implicit assumptions in the logical framework of the project can provide insights into key-issues of concern (e.g. relevant legislation, enforcement capacities, government initiatives, etc.)

- after the GEF project ends, specifically the financial, sociopolitical, institutional framework and governance, and environmental risks)
- F. Assessment of monitoring and evaluation systems (Report on M&E design, M&E plan implementation, and Budgeting and funding for M&E activities)
  - G. Monitoring of long-term changes
  - H. Assessment of processes affecting achievement of project results (Report on preparation and readiness / quality at entry, country ownership, stakeholder involvement, financial planning, UNIDO support, cofinancing and project outcomes and sustainability, delays of project outcomes and sustainability, and implementation approach)
  - I. Project coordination and management (Report project management conditions and achievements, and partner countries commitment)
  - J. Gender mainstreaming

At the end of this chapter, an overall project achievement rating should be developed as required in Annex 2. The overall rating table required by the GEF should be presented here.

#### **IV. Conclusions, recommendations and lessons learned**

This chapter can be divided into three sections:

##### **A. Conclusions**

This section should include a storyline of the main evaluation conclusions related to the project's achievements and shortfalls. It is important to avoid providing a summary based on each and every evaluation criterion. The main conclusions should be cross-referenced to relevant sections of the evaluation report.

##### **B. Recommendations**

This section should be succinct and contain few key recommendations. They should:

- be based on evaluation findings
- realistic and feasible within a project context
- indicate institution(s) responsible for implementation (addressed to a specific officer, group or entity who can act on it) and have a proposed timeline for implementation if possible
- be commensurate with the available capacities of project team and partners
- take resource requirements into account.

Recommendations should be structured by addressees:

- UNIDO
- Government and/or Counterpart Organizations
- Donor

### **C. Lessons learned**

- Lessons learned must be of wider applicability beyond the evaluated project but must be based on findings and conclusions of the evaluation
- For each lesson the context from which they are derived should be briefly stated

**Annexes** should include the evaluation TOR, list of interviewees, documents reviewed, a summary of project identification and financial data, and other detailed quantitative information. Dissident views or management responses to the evaluation findings may later be appended in an annex.

## Annex 2 - Overall ratings table

Criterion	Evaluator's summary comments	Evaluator's rating
<b>Attainment of project objectives and results (overall rating)</b>		
<b>Sub criteria (below)</b>		
Effectiveness		
Relevance		
Efficiency		
<b>Sustainability of project outcomes (overall rating)</b>		
<b>Sub criteria (below)</b>		
Financial risks		
Sociopolitical risks		
Institutional framework and governance risks		
Environmental risks		
<b>Monitoring and evaluation (overall rating)</b>		
<b>Sub criteria (below)</b>		
M&E Design		
M&E Plan Implementation (use for adaptive management)		
Budgeting and Funding for M&E activities		
<b>UNIDO specific ratings</b>		
<b>Quality at entry / Preparation and readiness</b>		
<b>Implementation approach</b>		
<b>UNIDO Supervision and backstopping</b>		
<b>Overall rating</b>		

### RATING OF PROJECT OBJECTIVES AND RESULTS

- Highly satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Highly unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

**Please note:** Relevance and effectiveness will be considered as critical criteria. The overall rating of the project for achievement of objectives and results **may not be higher** than the lowest rating on either of these two criteria. Thus, to have an overall satisfactory rating for outcomes a project must have at least satisfactory ratings on both relevance and effectiveness.

### RATINGS ON SUSTAINABILITY

Sustainability will be understood as the probability of continued long-term outcomes and impacts after the GEF project funding ends. The evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits beyond project completion. Some of these factors might be outcomes of the project, i.e. stronger institutional capacities, legal frameworks, socio-economic incentives /or public awareness. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes.

#### Rating system for sustainability sub-criteria

On each of the dimensions of sustainability of the project outcomes will be rated as follows.

- Likely (L): There are no risks affecting this dimension of sustainability.
- Moderately likely (ML). There are moderate risks that affect this dimension of sustainability.
- Moderately unlikely (MU): There are significant risks that affect this dimension of sustainability.
- Unlikely (U): There are severe risks that affect this dimension of sustainability.

All the risk dimensions of sustainability are critical. Therefore, overall rating for sustainability will not be higher than the rating of the dimension with lowest ratings. For example, if a project has an Unlikely rating in either of the dimensions then its overall rating cannot be higher than Unlikely, regardless of whether higher ratings in other dimensions of sustainability produce a higher average.

## **RATINGS OF PROJECT M&E**

Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing project with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Evaluation is the systematic and objective assessment of an on-going or completed project, its design, implementation and results. Project evaluation may involve the definition of appropriate standards, the examination of performance against those standards, and an assessment of actual and expected results.

The Project monitoring and evaluation system will be rated on 'M&E Design', 'M&E Plan Implementation' and 'Budgeting and Funding for M&E activities' as follows:

- Highly satisfactory (HS): There were no shortcomings in the project M&E system.
- Satisfactory(S): There were minor shortcomings in the project M&E system.
- Moderately satisfactory (MS): There were moderate shortcomings in the project M&E system.
- Moderately unsatisfactory (MU): There were significant shortcomings in the project M&E system.
- Unsatisfactory (U): There were major shortcomings in the project M&E system.
- Highly unsatisfactory (HU): The Project had no M&E system.

"M&E plan implementation" will be considered a critical parameter for the overall assessment of the M&E system. The overall rating for the M&E systems will not be higher than the rating on "M&E plan implementation."

All other ratings will be on the GEF six point scale:

HS	= Highly satisfactory	Excellent
S	= Satisfactory	Well above average
MS	= Moderately satisfactory	Average
MU	= Moderately unsatisfactory	Below average
U	= Unsatisfactory	Poor
HU	= Highly unsatisfactory	Very poor (appalling)

## **Annex 3 - GEF Minimum requirements for M&E<sup>4</sup>**

### **Minimum requirement 1: Project design of M&E**

All projects will include a concrete and fully budgeted monitoring and evaluation plan by the time of work program entry for full-sized projects and CEO approval for medium-sized projects. This monitoring and evaluation plan will contain as a minimum:

- SMART indicators for project implementation, or, if no indicators are identified, an alternative plan for monitoring that will deliver reliable and valid information to management;
- SMART indicators for results (outcomes and, if applicable, impacts), and, where appropriate, indicators identified at the corporate level;
- Baseline for the project, with a description of the problem to be addressed, with indicator data, or, if major baseline indicators are not identified, an alternative plan for addressing this within one year of implementation;
- Identification of reviews and evaluations that will be undertaken, such as mid-term reviews or evaluations of activities; and
- Organizational set-up and budgets for monitoring and evaluation.

### **Minimum requirement 2: Application of project M&E**

Project monitoring and supervision will include implementation of the M&E plan, comprising:

- SMART indicators for implementation are actively used, or if not, a reasonable explanation is provided;
- SMART indicators for results are actively used, or if not, a reasonable explanation is provided;
- The baseline for the project is fully established and data compiled to review progress reviews, and evaluations are undertaken as planned; and
- The organizational set-up for M&E is operational and budgets are spent as planned.

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<sup>4</sup> [http://www.thegef.org/gef/sites/thegef.org/files/documents/ME\\_Policy\\_2010.pdf](http://www.thegef.org/gef/sites/thegef.org/files/documents/ME_Policy_2010.pdf)

## Annex 4 - Checklist on evaluation report quality

Independent terminal evaluation of the UNIDO-GEF project:

PROJECT TITLE:

PROJECT NUMBER:

### CHECKLIST ON EVALUATION REPORT QUALITY

Report quality criteria	UNIDO Office for Independent Evaluation: Assessment notes	Rating
A. The terminal evaluation report presented an assessment of all relevant outcomes and achievement of project objectives in the context of the focal area program indicators if applicable.		
B. The terminal evaluation report was consistent, the evidence presented was complete and convincing, and the ratings were well substantiated.		
C. The terminal evaluation report presented a sound assessment of sustainability of outcomes.		
D. The lessons and recommendations listed in the terminal evaluation report are supported by the evidence presented and are relevant to the GEF portfolio and future projects.		
E. The terminal evaluation report included the actual project costs (totals, per activity, and per source) and actual co-financing used.		
F. The terminal evaluation report included an assessment of the quality of the M&E plan at entry, the operation of the M&E system used during implementation, and the extent M&E was sufficiently budgeted for during preparation and properly funded during implementation.		

#### 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 5 – Required project identification and financial data

The evaluation report should provide information on project identification, time frame, actual expenditures, and co-financing in the following format, which is modeled after the project identification form (PIF).

### I. Project general information:

<b>Project title</b>	
<b>GEF ID number</b>	
<b>UNIDO ID (SAP Number)</b>	
<b>Region</b>	
<b>Country(ies)</b>	
<b>GEF Focal area and operational program:</b>	
<b>Co-implementing agency(ies)</b>	
<b>GEF agencies (implementing agency)</b>	
<b>Project executing partners</b>	
<b>Project Size (FSP, MSP, EA)</b>	
<b>Project CEO endorsement/Approval date</b>	
<b>Project implementation start date</b> (PAD issuance date)	
<b>Original expected implementation end date</b> (indicated in CEO endorsement / Approval document)	
<b>Revised expected implementation end date</b> (if any)	
<b>Project duration (months)</b>	
<b>GEF grant (USD)</b>	
<b>GEF PPG (USD) (if any)</b>	
<b>Co-financing (USD) at CEO endorsement</b>	
<b>Total project cost (USD)</b> (GEF grant + co-financing at CEO endorsement)	
<b>Agency fee (USD)</b>	

## II. Dates

Milestone	Expected date	Actual date
Project CEO endorsement / Approval date		
Project implementation start date (PAD Issuance Date)		
Original expected implementation end date (indicated in CEO endorsement/approval document)		
Revised expected implementation end date (if any)		
Terminal evaluation completion		
Planned tracking tool date		

## III. Project framework

Project Component	Activity Type	GEF financing (in USD)		Co-financing (in USD)	
		Approved	Actual	Promised	Actual
1.					
2.					
3.					
4.					
5.					
6. Project management					
Total					

Activity types are:

- a) Experts, researches hired
- b) technical assistance, Workshop, Meetings or experts consultation scientific and technical analysis, experts researches hired
- c) Promised co-financing refers to the amount indicated on endorsement/approval.

## IV. Co-financing

Source of co-financing	Type	Project preparation		Project implementation		Total	
		Expected	Actual	Expected	Actual	Expected	Actual
Host gov't contribution							
GEF Agency (ies)							
Bilateral aid agency (ies)							
Multilateral agency (ies)							
Private sector							
NGO							
Other							
Total co-financing							

Expected amounts are those submitted by the GEF Agencies in the original project appraisal document. Co-financing types are grant, soft loan, hard loan, guarantee, in kind, or cash.

## Annex 6 – Job descriptions

### Job description

<b>Post title</b>	International evaluation consultant
<b>Duration</b>	30 days over a period of 3 months
<b>Started date</b>	October December 2015
<b>Duty station</b>	Home-based and travel to Vienna and Moldova

#### Duties

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

Main duties	Duration/ location	Deliverables
Review project documentation and relevant country background information (e.g., national policies and strategies, UN strategies and general economic data); determine key data to collect in the field and prepare key instruments (e.g., questionnaires, logic models) to collect these data through interviews and/or surveys during and prior to the field missions  Assess the adequacy of Moldova's legislative and regulatory framework for <b>industrial energy efficiency</b> .	6 days Home-based	Draft inception report, including list of detailed evaluation questions; questionnaires/interview guidelines; logic models; list of key data to collect, draft list of stakeholders to interview during the field missions  Brief assessment of the adequacy of the country's legislative and regulatory framework
Discuss inception report with UNIDO, ODG/EVA	1 days	Inception report reviewed
Conduct field mission to <b>Moldova</b> in <b>November 2015</b>	7 days (including travel days)	Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in Moldova at the end of the missions  Agreement with the national consultant on the structure and content of the evaluation report and the distribution of writing tasks

Main duties	Duration/ location	Deliverables
Present preliminary findings and recommendations to the stakeholders at UNIDO HQ (incl. travel)	3 days Vienna	Presentation slides
Prepare the evaluation report according to TOR and template provided by UNIDO Office for Independent Evaluation  Coordinate the inputs from the national consultant and combine with her/his own inputs into the final draft evaluation report	10 days Home based	Draft evaluation report
Revise the draft project evaluation reports based on comments from UNIDO Office for Independent Evaluation and stakeholders and edit the language and form the final version according to UNIDO standards	3 days Home based	Final evaluation report
<b>TOTAL</b>	<b>30 days</b>	

**Qualifications and skills:**

- ✓ Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks.
- ✓ Advanced degree in environmental science, chemistry, engineering, development studies or related areas
- ✓ *Knowledge of and experience in environmental projects management and/or evaluation (of development projects)*
- ✓ Working experience in developing countries
- ✓ Experience in evaluation of GEF projects and knowledge of UNIDO activities an asset

**Language:** English

**Absence of Conflict of Interest:**

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

## Job description

**Post title** National evaluation consultant  
**Duration** 30 days over a period of 3 months  
**Started date** October to December 2015  
**Duty station** Home-based, travel within Moldova

### Duties

The consultant will participate and contribute to the project evaluation according to the evaluation terms of reference. S/he will be a member of the evaluation team, work under the supervision of the international evaluation consultant and carry out the task assigned to him/her by the international evaluation consultant, including the following tasks:

Main duties	Duration/ location	Deliverables
<p>Review project documentation and relevant country background information (e.g., national policies and strategies, UN strategies and general economic data)</p> <p>Coordinate with the counterpart from Moldova the planning of the evaluation field mission and contacting concerned organizations to prepare the evaluation programme</p>	<p>6 days Home-based</p>	<p>Inputs, feedback and comments to the inception report</p> <p>Evaluation mission programme</p>
<p>Carry out meetings, visits and interviews of stakeholders according to the evaluation programme and facilitate the work of the evaluation team in Moldova (including acting as interpreter)</p> <p>Participate in drafting the main conclusions and recommendations, and present them to stakeholders in accordance with the instructions of the international evaluation consultant</p>	<p>14 days (including travel days)</p>	<p>Notes, tables; information gathered on issues specified in ToR</p> <p>Draft conclusions and recommendations to stakeholders</p>
<p>Contribute to the draft report as assigned by the international evaluation consultant</p>	<p>7 days Home-based</p>	<p>First draft of chapters on the country background and other inputs into the draft evaluation report as agreed with the international evaluation consultant</p>
<p>Revise the draft chapters based on comments from UNIDO Office for Independent Evaluation and stakeholders</p>	<p>3 days Home-based</p>	<p>Final evaluation report</p>

Main duties	Duration/ location	Deliverables
<b>TOTAL</b>	<b>30 days</b>	

**Qualifications:**

- ✓ Advanced degree in environmental science, chemistry, engineering, development studies or related areas
- ✓ Experience in evaluation of environmental projects
- ✓ Knowledge of GEF and UNIDO technical cooperation activities an asset
- ✓ Familiarity with the institutional context of the project in Moldova (environmental authorities, NGOs, other)

**Language:** English and Moldavian

**Absence of Conflict of Interest:**

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

## **Annex 7 - Reference documents**

1. Project document: "CEO endorsement-GEF ID 3719-Rev050510"
2. GEF annual Project Implementation Review (PIR) reports

## Annex 8 – Project results framework

Project Strategy		Objectively verifiable indicators				
		Indicator (quantified and time-bound)	Baseline	Target	Source of verification	Risks and Assumptions
<b>Goal</b>	To reduce energy use related emissions of greenhouse gases produced by Moldova manufacturing sector activities and growth	<p>1. Incremental CO<sub>2</sub>eq emission reduction (tons of CO<sub>2</sub>eq)</p> <p>2. Specific energy consumption (energy use per ton/unit of output) for selected manufacturing sub-sectors</p>	<p>1-2. Specific energy consumption (SEC) for 3 manufacturing sub-sectors in the focus of the GEF project</p> <p>SEC referred to output quantities currently not available for any sub-sector. To be defined in Year 1 of project implementation under PC1</p>	Cumulative reduction of SEC by more than 20% over the period 2012-2023	<p>1. Agency for Energy Efficiency</p> <p>2. End of project Survey</p>	<p>A1. Moldova Governments remain committed in the medium and long-term to improve national energy security and implement environmental policies.</p> <p>A2. Energy costs reduction becomes a first priority for industry.</p>
<b>Objective of the project</b>	Improved Energy Efficiency of Moldovan Industrial Sector leading to reduced global environmental impact and enhanced competitiveness.	<p>1. Incremental direct CO<sub>2</sub>eq emission reductions (tons of CO<sub>2</sub>eq)</p> <p>2. Incremental indirect CO<sub>2</sub>eq emission reductions (tons of CO<sub>2</sub>eq)</p> <p>3. Specific energy consumption of selected enterprises</p>	<p>1. No direct CO<sub>2</sub>eq emission reductions</p> <p>2. No indirect CO<sub>2</sub>eq emission reductions</p> <p>3. Values to be determined during Year 1 of project implementation through Survey results and further data collection</p>	<p>1. Direct emission reductions: 90,000 tons CO<sub>2</sub>eq over period 2012-2021</p> <p>2. Indirect emission reductions: 400,000 tons CO<sub>2</sub>eq over period 2012-2023</p> <p>3. SEC average annual reduction of 2% over period 2012-2023</p>	<p>1. Monitoring, tracking and benchmarking program to be established by the project with the Agency for Energy Efficiency (AEE)</p> <p>2. End of project Survey</p> <p>3. Final evaluation</p>	<p>A1. Sustained and solid Government support to the project.</p> <p>A2. Industry drive for energy costs reduction and enhanced energy efficiency grows progressively stronger and widens.</p> <p>A3. Various international IEE technical cooperation programs achieve good synergy and leverage of respective complementarities</p>

<b>Outcome 1</b>	Establishment of policy, legal and regulatory frameworks that promote and support sustainable industrial energy efficiency and stimulate the creation of a national market for IEE products and services.	<ol style="list-style-type: none"> <li>1. Number of IEE policy programs developed and put in operation</li> <li>2. Adoption of regulatory measures to support IEE and market transformation</li> </ol>	<ol style="list-style-type: none"> <li>1. No IEE specific policy program is in place</li> <li>2. No specific regulation to support IEE is in place</li> </ol>	<ol style="list-style-type: none"> <li>1. Three national IEE policy programs operate and develop smoothly: IEE Monitoring, Tracking and Benchmarking (MTB) Program; IEE Best Practice Dissemination Program; IEE Best Practice Recognition Program</li> <li>2. National Industrial Energy Manager Certification Program operates</li> </ol>	<ol style="list-style-type: none"> <li>1. Agency for Energy Efficiency Annual Report</li> <li>2. Final evaluation</li> </ol>	A1. Sustained Government support to agreed project activities.
<b>Project Component 1</b>						
<b>Output 1.1.</b>	Structure and procedures for monitoring, tracking and benchmarking energy consumption in industry are developed and established.	Structures, tools and methodologies to monitor, tracking and benchmarking energy consumption and efficiency in industry	No structures, tools and methodologies are in place	<ol style="list-style-type: none"> <li>1. Reporting structure is put in place</li> <li>2. Reporting templates are developed and used</li> <li>3. Website is created</li> <li>4. Benchmarking methodology is developed and tested</li> </ol>	<ol style="list-style-type: none"> <li>1. Agency for Energy Efficiency Annual Report</li> <li>2. Internet/Web</li> <li>3. Project reports</li> <li>4. Final evaluation</li> </ol>	A1. Sustained Government support to agreed project activities.
<b>Output 1.2</b>	National IEE Best Practices information and dissemination program is developed and established.	IEE information and dissemination seminars, education and outreach material (articles, brochures, videos, website)	<p>No IEE Best Practices information and dissemination program is in place and will be in place in the near future.</p> <p>No IEE seminars held and education and outreach material produced by national institutions</p>	<ol style="list-style-type: none"> <li>1. Two half-day seminars per year</li> <li>2. IEE Best Practice Website</li> <li>3. 15 case studies developed</li> <li>4. Energy Management Implementation Guide</li> <li>5. Articles &amp; videos</li> <li>6. 500 companies reached by the end of the project</li> </ol>	<ol style="list-style-type: none"> <li>1. Agency for Energy Efficiency Annual Report</li> <li>2. Internet/Web</li> <li>3. Public media</li> <li>4. Final evaluation</li> </ol>	A1. Sustained Government support to agreed project activities.

<b>Output 1.3</b>	National IEE Best Practices recognition program is developed and established.	Public recognition events	No IEE Best Practice Recognition program is in place and will be in place in the near future	1. One annual National IEE Best Practice Recognition Award ceremony/ event starting from the Year 2 of project implementation	1. Agency for Energy Efficiency Annual Report 2. Public media	A1. Industry values public Recognition programs for good corporate image and as marketing tool.
<b>Output 1.4</b>	National Industrial Energy Manager Certification (IEMC) Program is developed and established.	List of professional certification programs accredited by national relevant body	No national Industrial Energy Manager Certification Program is in place and will be in place in the near future	1. National IEMC program is developed and offered in the market	1. National accreditation institution 2. Continual education/ professional certifying institutions	A1. Article 17 of current draft Law on Energy Efficiency will remain in the enacted law. A2. In the medium term industry's demand for qualified IEE experts and their services increases
<b>Outcome 2</b>	Increased adoption by Moldovan industries of energy efficient technologies and energy management as integral part of their business practices.	1. Number of energy efficiency projects implemented annually  2. Number of EN16001 or ISO 50001 certified companies  3. Number of IEE service contracts stipulated by Energy Management and Steam System Optimization national experts trained by the GEF project	1. Not available. Value to be determined during Year1 of project impl. through Survey results and further data collection  2. Number of EN16001 or ISO 50001 certified companies  3. Past and near future IEE projects mostly developed and implemented using foreign experts	1. 100% increase of annual number of implemented projects between 2010 and 2023  2. Ten companies get certified to EN16001 or ISO 50001 by 2015  3. 400 IEE services contracts stipulated by EM and SSO national experts trained by the GEF project with Moldova enterprises between 2013 - 2023	1. Agency for Energy Efficiency Annual Report (MTB program)  2. End of project Survey  3. Moldova standard authority or certification bodies (TUV and others)	A1. Energy prices remain high in the medium and long-term A2. Industry drive for energy costs reduction and enhanced energy efficiency grows progressively stronger A3. In the medium EN 16001 and ISO 50001 certification becomes tool and/or requirement for export oriented enterprises and for market access
<b>Project Component 2</b>						

<b>Output 2.1</b>	Industry decision-makers understand their potential for EE gains and consequent environmental and economic benefits.	<ol style="list-style-type: none"> <li>1. Number of companies participating in the project seminars</li> <li>2. Number of companies personnel participating in the project trainings</li> </ol>	Few trainings on EE for manufacturing and commercial enterprises are planned for 2010 and 2011 within the Moldova Business Advisory Service Program	<ol style="list-style-type: none"> <li>1. 300 companies participating in the project seminars and workshops</li> <li>2. 200 enterprises staff attend project energy management and steam system optimization trainings</li> </ol>	<ol style="list-style-type: none"> <li>1. Project progress report</li> <li>2. End of project Survey</li> <li>3. Final evaluation</li> </ol>	<ol style="list-style-type: none"> <li>A1. Sustained Government support to agreed project activities for the National Energy Efficiency Agency</li> <li>A2. Costs reduction remains a first priority for companies' top management.</li> </ol>
<b>Output 2.2</b>	A cadre of 40 professionals comprising of industry engineers, industrial equipment vendors and energy systems/ efficiency consultants are trained at an expert level and are equipped with the technical capacity and tools required to: a) develop and implement energy management systems and energy efficiency projects, focusing on steam system optimization, in industry; b) provide training to industry and energy professionals and offer commercial IEE services.	<ol style="list-style-type: none"> <li>1. Number of energy management system experts in the Moldova market</li> <li>2. Number of energy system optimization experts in the Moldova market</li> <li>3. Number of IEE seminars and trainings delivered</li> </ol>	<ol style="list-style-type: none"> <li>1. No energy management system experts in the Moldova market</li> <li>2. No industrial steam system optimization experts in the Moldova market but few engineering companies provide partial services</li> <li>3. IEE seminars and trainings bound to be delivered by international experts</li> </ol>	<ol style="list-style-type: none"> <li>1. 20 energy management system experts trained</li> <li>2. 20 steam systems optimization experts trained</li> <li>3. 20-25 seminars and trainings for enterprises managers and engineers delivered by EM and SSO national experts trained by the GEF project</li> </ol>	<ol style="list-style-type: none"> <li>1. Project progress report</li> <li>2. End of project Survey</li> <li>3. Final evaluation</li> </ol>	<ol style="list-style-type: none"> <li>A1. Sustained Government support to agreed project activities for the National Energy Efficiency Agency</li> <li>A2. Industry drive for energy costs reduction is and will remain strong</li> <li>A3. Energy efficiency consultants, industrial equipment supplier and vendors, and other relevant entities recognize the economic potential of the IEE market in Moldova</li> </ol>
<b>Output 2.3</b>	An Energy Management System Implementation Guide in compliance with EN 16001/ISO 50001 is developed	Tools available for supporting energy efficiency in industry	No tools are and will be most likely available during and immediately after the GEF project implementation period	1. An Energy Management System Implementation Guide in compliance with EN 16001/ISO 50001 standards is produced in Romanian language	<ol style="list-style-type: none"> <li>1. IEE Best Practices dissemination program website</li> <li>2. Project report</li> <li>3. Final evaluation</li> </ol>	<ol style="list-style-type: none"> <li>A1. Sustained Government support to agreed project activities for the National Energy Efficiency Agency</li> </ol>

<b>Output 2.4</b>	At least 40 IEE projects for cumulative 213-416 GWh of energy savings are developed and implemented by industrial enterprises as result of their participation in the Expert Training program of the project	<ol style="list-style-type: none"> <li>1. Number of steam system assessments carried out</li> <li>2. Number of steam systems optimization projects developed</li> <li>3. Number of steam system optimization projects implemented.</li> <li>4. Number of companies putting in place an energy management system</li> <li>5. Number of companies implementing energy management operational improvements</li> </ol>	<p>Few steam system assessments and optimization projects are likely to be carried out within the scope of the EBRD <u>MoSEFF</u>.</p> <p>No enterprise has, and will very likely have by the end of the project, an energy management system in place</p>	<ol style="list-style-type: none"> <li>1. 20 steam systems assessment carried out</li> <li>2. 20 steam systems optimization projects developed</li> <li>3. 20 steam system optimization projects are implemented.</li> <li>4. 20 companies put in place an energy management system</li> <li>4. 20 companies implement at least 2 energy management operational improvements each</li> </ol>	<ol style="list-style-type: none"> <li>1. Project progress report</li> <li>2. Companies participating in the Expert training</li> <li>3. Final evaluation</li> </ol>	A1. Companies partnering in the expert capacity building program with the GEF project maintain or improve their economic performance and fulfill their co-financing/ participation commitments
<b>Project Component 3</b>						
<b>Output 2.5</b>	At least 6 pilot IEE projects for cumulative 45-60 GWh of energy savings over the investments duration are implemented by enterprises, from key industrial sectors, partnering in the project.	<ol style="list-style-type: none"> <li>1. Number of IEE projects implemented with direct support from the GEF project</li> <li>2. Energy savings (MWh) achieved over the project lifetime</li> </ol>	Many companies, particularly SMEs, have major potential for economic EE improvements but not the resources (human and/or financial) to develop and implement such projects.	<ol style="list-style-type: none"> <li>1. 6 IEE projects implemented with direct support from the GEF project</li> <li>2 Cumulative 45-60 GWh of energy savings over the EE investments lifetime</li> </ol>	<ol style="list-style-type: none"> <li>1. Companies partnering in the IEE projects.</li> <li>2. Agency for Energy Efficiency (MTB Program)</li> <li>3. Project report</li> <li>4. Final evaluation</li> </ol>	A1. Companies partnering with the GEF project maintain or improve their economic performance. A2. Companies partnering with the GEF project fulfill their co-financing commitments