



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of UNIDO project:

Cleantech Programme for SMEs in Turkey

UNIDO Project ID: 130124

GEF Project ID: 5505

August 2017

Contents

I. PROJECT BACKGROUND AND CONTEXT	3
1. Project factsheet	3
2. Project context.....	3
3. Project objective	4
4. Project implementation arrangements	5
5. Budget information	6
II. Scope and purpose of the evaluation	8
III. Evaluation approach and methodology.....	8
1. Data collection methods.....	8
2. Evaluation key questions and criteria	9
3. Rating system.....	10
IV. Evaluation process	11
V. Time schedule and deliverables.....	11
VI. Evaluation team composition	12
VII. Reporting.....	12
VIII. Quality assurance	13
Annex 1: Project Results Framework	14
Annex 2: Detailed questions to assess evaluation criteria	Error! Bookmark not defined.
Annex 3: Job descriptions	17
Annex 4- Outline of an in-depth project evaluation report.....	30
Annex 5: Checklist on evaluation report quality	33
Annex 6: Guidance on integrating gender in evaluations of UNIDO projects and Projects	34
Table 1. Financing plan summary.....	6
Table 2. Financing plan summary - Outcome breakdown	6
Table 3. Co-Financing source breakdown	6
Table 4. UNIDO budget execution	7
Table 5. Project evaluation criteria.....	9
Table 6. Project rating criteria	11

I. PROJECT BACKGROUND AND CONTEXT¹

1. Project factsheet

Project title	Cleantech Programme for SMEs in Turkey
UNIDO Project ID	130124
GEF Project ID	5505
Region	Europe and Central Asia
Country	Turkey
Project donor(s)	GEF
Project implementation start date	10/21/2013
Expected duration at project approval	36 months
Expected implementation end date	12/31/2017
GEF Focal Areas and Operational Project	GEF-5: Climate Change
Other executing Partners	Ministry of Science, Industry and Technology (MoSIT); TUBITAK in cooperation with the Ministry of Environment and Urbanization; Ministry of Energy and Natural Resources; Ministry of Development; KOSGEB; and TTGV
Executing partners	UNIDO
UNIDO RBM code	GC31 (RECP & LowCarbonPrd)
Donor funding	990,000
Project GEF CEO endorsement / approval date	9/9/2013
UNIDO input (in kind, USD)	In kind 50,000; Cash 50,000
Co-financing at CEO Endorsement, as applicable	2,950,000 USD (cash+in-kind)
Total project cost (USD)	3,940,000
Planned terminal evaluation date	15 Sep – 21 December 2017

(Source: Project document)

2. Project context

Turkey has a population of almost 80 million, over 85% below the age of 55. Population growth rate is around 1.26%. Around 17% of the population lives below the poverty line. Total unemployment is above 11%.

Turkey has a GDP of USD 857.7 billion (official exchange rate, 2016) and a GDP real growth rate of 3%. Services constitute the highest contribution to GDP with over 64%, followed by industry with over 27% and the smallest contribution by agriculture with 8%. The same is however not reflected in the

¹ Data in this chapter is to be validated by the Consultant against the project document and any changes should be reflected in the evaluation report.

distribution of the labour force engaged in these sectors – over 48% is engaged in services, 26% in industry and over 25% in agriculture.

Agricultural products are tobacco, cotton, grain, olives, sugar beets, hazelnuts, pulses, citrus, and livestock. Industries are in the following sectors: textiles, food processing, automobiles, electronics, mining (coal, chromate, copper, boron), steel, petroleum, construction, lumber and paper. Growth rate of industrial production is estimated to be around 4.5%.

Export commodities are apparel, foodstuffs, textiles, metal manufactures and transport equipment. Main (top 5) export partners are Germany (9.6%), Iraq (6.9%), UK (6.3%), Italy (4.5%) and France (4.1%). Turkey imports machinery, chemicals, semi-finished goods, fuels and transport equipment. Main import partners are Russia (10.4%), China (10.3%), Germany (9.2%), US (5.3%), Italy (5%).

Turkey is party to various international environmental agreements, such as Air Pollution, Antarctic Treaty, Biodiversity, Climate Change, Desertification, Endangered Species, Hazardous Wastes, Ozone Layer Protection, Ship Pollution, Wetlands. Current environmental issues are water pollution from dumping of chemicals and detergents; air pollution, particularly in urban areas; deforestation; concern for oil spills from increasing Bosphorus ship traffic.

In 2011, the Government of South Africa, with the support of the Global Environmental Facility (GEF) and the United Nations Industrial Development Organization (UNIDO), successfully implemented the 'Greening the COP17' project. One of the four components of the project focused on the design and implementation of the first South Africa Clean Technology Competition (2011 SA Cleantech) for green entrepreneurs and small and medium size enterprises (SMEs) with innovative ideas and concepts in the areas of energy efficiency, renewable energy and green building practices; the competition was a great success.

Building on this success and the lessons learned, the GEF and UNIDO have agreed to develop a global flagship programme to promote Cleantech innovations and Cleantech entrepreneurs around the world. This is in line with the GEF Council's Revised Strategy for Enhancing Engagement with the Private Sector, Modality 3, namely "SME Competition Pilot: Encouraging Entrepreneurs and Innovators," which provides support to entrepreneurs and innovators seeking to establish commercial ventures in the field of clean technologies.

3. Project objective

The project aimed at promoting clean energy technology innovations and innovative clean energy technology entrepreneurship in SMEs in Turkey through a Clean Energy Technology Innovation Competition and an Entrepreneurship Accelerator Programme.

The following three project components have been developed, in addition to monitoring and evaluation, to achieve the project objectives:

Component 1 – Establishment of a Cleantech innovation ecosystem involving a platform to organize the Cleantech competition and associated accelerator programme.

Component 2 – Strengthening of policy and regulatory framework for the development of a supportive local innovation ecosystem.

Component 3 – Institutional capacity building for the organization of the competition and accelerator programme.

The Project is further structured into a total of 11 outputs. The full logical framework is included as annex 1.

4. Project implementation arrangements

As the GEF Implementing Agency, UNIDO holds the ultimate responsibility for the timely implementation of the project, the delivery of the planned outputs and monitoring of the achievements of the expected outcomes. Execution of the project on the ground will be the responsibility of the PMU and TUBITAK; the PMU, under the supervision of the UNIDO Project Manager and in close consultation with TUBITAK, will be responsible for the daily management of the project execution.

A **Project Steering Committee** was established under the Chairmanship of MoSIT. Its members include: MoSIT, TUBITAK, KOSGEB, MENR, MEU, MoD, TTGV, and UNIDO. Representatives from other institutions involved in the different project components should be invited to attend PSC meeting in an observer capacity when necessary.

The **Project Management Unit** (PMU) will act as the Secretariat of the PSC and will consist of the National Project Manager (NPM) and the Technical and Training Advisor, both assisted by a Project Administrative Assistant (PAA).

Operating as an entity, the PMU will be responsible for the day-to-day management and the monitoring and evaluation of project activities as in the agreed project work plan. The PMU will coordinate all project activities being carried out by project national experts and partners; advisory working groups will be established when necessary. The PSC will provide strategic guidance according to national imperatives and market needs.

Organogram of the management of the project implementation is shown in Figure 1.

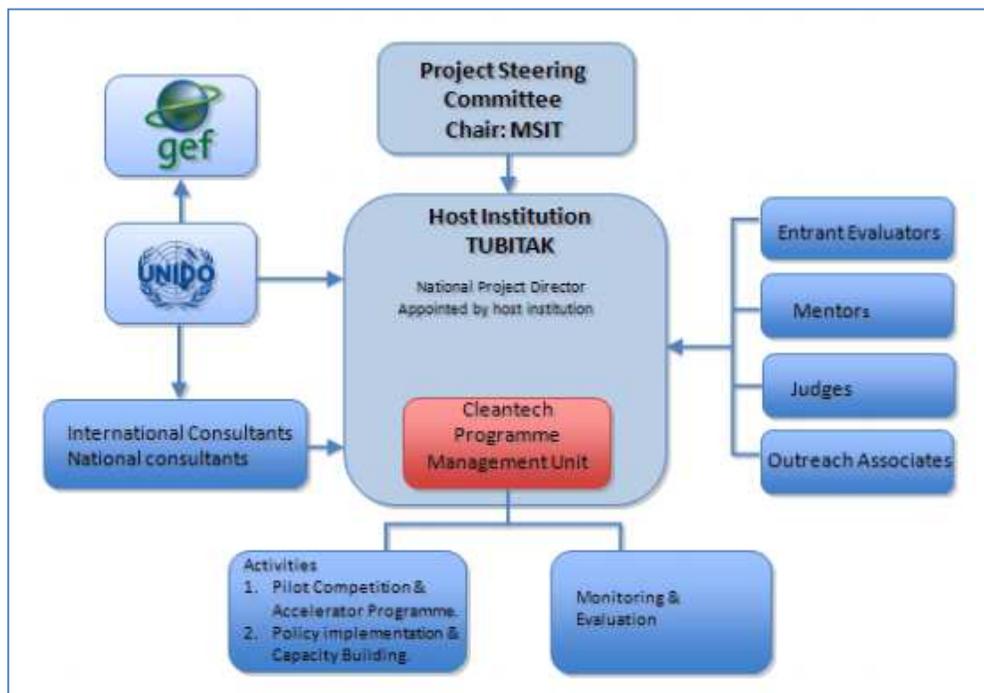


Figure 1. Project organization chart

5. Budget information

Table 1. Financing plan summary

\$	<i>Project Preparation</i>	<i>Project²</i>	<i>Total (USD)</i>
Financing (GEF / others)	Not Applicable Single Step MSP	990,000.00	990,000.00
Co-financing (Cash and In-kind)	20,000 USD (UNIDO in-Kind)	2,950,000.00	2,950,000.00
Total (USD)	15,000.00	3,940,000.00	3,940,000.00

Source: Project document

Table 2. Financing plan summary - Outcome breakdown³

Project outcomes	Donor (GEF) (USD)	Co-Financing (USD)	Total (USD)
1. Establishment of a Cleantech innovation ecosystem involving a platform to organize the Cleantech competition and associated accelerator programme.	680,000.00	1,900,000.00	2,580,000.00
2. Strengthening of policy and regulatory framework for the development of a supportive local innovation ecosystem.	75,000.00	150,000.00	225,000.00
3. Institutional capacity building for the organization of the competition and accelerator programme.	125,000.00	350,000.00	475,000.00
Project management	90,000.00	500,000.00	590,000.00
Monitoring and evaluation	20,000.00	50,000.00	70,000.00
Total	990,000.00	2,950,000.00	3,940,000.00

Table 3. Co-Financing source breakdown

Name of Co-financier (source)	Classification	Type	Total Amount (USD)
UNIDO	GEF Agency	In kind	50,000.00
		Cash	50,000.00

² Includes project management cost

³ Source: Project document.

Name of Co-financier (source)	Classification	Type	Total Amount (USD)
MoSIT	National Government	In kind	610,000.00
KOSGEB	National Government	In kind	600,000.00
Ministry of Energy and Natural Resources	National Government	In kind	400,000.00
Industries to be identified	Private sector	In kind	700,000.00
TUBITAK	National Government	Cash	200,000.00
Ministry of Environment & Urbanization	National Government	In kind	250,000.00
TTGV	Foundation	In kind	90,000.00
Total Co-financing (USD)			2,950,000.00

Source : Project document

Table 4. UNIDO budget execution (under Grant 2000002472)

Item	2013	2014	2015	2016	2017	Total Expenditure (USD)
Contractual Services	60,000.00	87,498.07	99,580.95	33,716.31	88,039.45	368,834.78
Equipment			2,379.53	938.84	-	3,318.37
International Meetings				4,079.78	2,104.62	6,184.40
Local travel		33,872.98	37,124.69	7,801.77	8,358.04	87,157.48
Nat.Consult./Staff		73,953.51	71,140.56	74,237.40	65,435.87	284,767.34
Other Direct Costs	129.74	7,238.48	26,966.78	8,969.66	1,862.79	45,167.45
Staff & Intern Consultants		6,171.70	8,502.87		4,671.86	19,346.43
Staff Travel			471.76	-471.76	333.15	333.15
Train/Fellowship/Study			19,135.33	18,030.03	6,971.15	44,136.51

Item	2013	2014	2015	2016	2017	Total Expenditure (USD)
Grand Total	60,129.74	208,734.74	265,302.47	147,302.03	177,776.93	859,245.91

Source: ERP, 28 August, 2017

II. Scope and purpose of the evaluation

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date in 10/21/2013 to the estimated completion date in 12/31/2017.

The evaluation has three specific objectives:

- (i) Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability and progress to impact;
- (ii) Identify key learning to feed into the design and implementation of the forthcoming projects; and
- (iii) Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.

III. Evaluation approach and methodology

The TE will be conducted in accordance with the UNIDO Evaluation Policy⁴ and the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle⁵. In addition, the GEF Guidelines for GEF Agencies in Conducting Terminal Evaluations, the GEF Monitoring and Evaluation Policy and the GEF Minimum Fiduciary Standards for GEF Implementing and Executing Agencies will be applied.

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

The evaluation will use a theory of change approach and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change will identify causal and transformational pathways from the project outputs to outcomes and longer-term impacts, and drivers as well as barriers to achieve them. The learning from this analysis will be useful to feed into the design of the future projects so that the management team can effectively manage them based on results.

1. Data collection methods

Following are the main instruments for data collection:

⁴ UNIDO. (2015). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/(M).98/Rev.1)

⁵ UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006)

- (a) **Desk and literature review** of documents related to the project, including but not limited to:
 - The original project document, monitoring reports (such as progress and financial reports, mid-term review report, output reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
 - Notes from the meetings of committees involved in the project.
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussion. Key stakeholders to be interviewed include:
 - UNIDO Management and staff involved in the project; and
 - Representatives of donors and counterparts.
- (c) **Field visit** to project sites in Turkey.

2. Evaluation key questions and criteria

The key evaluation questions are the following:

- (a) What are the key drivers and barriers to achieve the long term objectives? To what extent has the project helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long term objectives?
- (b) How well has the project performed? Has the project done the right things? Has the project done things right, with good value for money?
- (c) What have been the project’s key results (outputs, outcome and impact)? To what extent have the expected results been achieved or are likely to be achieved? To what extent the achieved results will sustain after the completion of the project?
- (d) What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?

The evaluation will assess the likelihood of sustainability of the project results after the project completion. The assessment will identify key risks (e.g. in terms of financial, socio-political, institutional and environmental risks) and explain how these risks may affect the continuation of results after the project ends. Table 5 below provides the key evaluation criteria to be assessed by the evaluation. The details questions to assess each evaluation criterion are in annex 2.

Table 5. Project evaluation criteria

#	Evaluation criteria	Mandatory rating
A	Impact	Yes
B	Project design	Yes
1	• Overall design	Yes
2	• Logframe	Yes
C	Project performance	Yes
1	• Relevance	Yes
2	• Effectiveness	Yes
3	• Efficiency	Yes
4	• Sustainability of benefits	Yes
D	Cross-cutting performance criteria	

#	Evaluation criteria	Mandatory rating
1	<ul style="list-style-type: none"> Gender mainstreaming 	Yes
2	<ul style="list-style-type: none"> M&E: <ul style="list-style-type: none"> ✓ M&E design ✓ M&E implementation 	Yes
3	<ul style="list-style-type: none"> Results-based Management (RBM) 	Yes
E	Performance of partners	
1	<ul style="list-style-type: none"> UNIDO 	Yes
2	<ul style="list-style-type: none"> National counterparts 	Yes
3	<ul style="list-style-type: none"> Donor 	Yes
F	Overall assessment	Yes

Performance of partners

The assessment of performance of partners will *include* the quality of implementation and execution of the GEF Agencies and project executing entities (EAs) in discharging their expected roles and responsibilities. The assessment will take into account the following:

- Quality of Implementation, e.g. the extent to which the agency delivered effectively, with focus on elements that were controllable from the given GEF Agency's perspective and how well risks were identified and managed.
- Quality of Execution, e.g. the appropriate use of funds, procurement and contracting of goods and services.

Other Assessments required by the GEF for GEF-funded projects:

The terminal evaluation will assess the following topics, for which *ratings are not required*:

- Need for follow-up:** e.g. in instances financial mismanagement, unintended negative impacts or risks.
- Materialization of co-financing:** e.g. the extent to which the expected co-financing materialized, whether co-financing was administered by the project management or by some other organization; whether and how shortfall or excess in co-financing affected project results.
- Environmental and Social Safeguards⁶:** appropriate environmental and social safeguards were addressed in the project's design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder.

3. Rating system

In line with the practice adopted by many development agencies, the UNIDO ODG/EVQ/IEV uses a six-point rating system, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory) as per Table 6.

⁶ Refer to GEF/C.41/10/Rev.1 available at: http://www.thegef.org/sites/default/files/council-meetingdocuments/C.41.10.Rev_1.Policy_on_Environmental_and_Social_Safeguards.Final%20of%20Nov%2018.pdf

Table 6. Project rating criteria

Score		Definition	Category
6	Highly satisfactory	Level of achievement clearly exceeds expectations and there is no shortcoming.	SATISFACTORY
5	Satisfactory	Level of achievement meets expectations (indicatively, over 80-95 per cent) and there is no or minor shortcoming.	
4	Moderately satisfactory	Level of achievement more or less meets expectations (indicatively, 60 to 80 per cent) and there are some shortcomings.	
3	Moderately unsatisfactory	Level of achievement is somewhat lower than expected (indicatively, less than 60 per cent) and there are significant shortcomings.	UNSATISFACTORY
2	Unsatisfactory	Level of achievement is substantially lower than expected and there are major shortcomings.	
1	Highly unsatisfactory	Level of achievement is negligible and there are severe shortcomings.	

IV. Evaluation process

The evaluation will be implemented in five phases which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- i. Desk review and data analysis;
- ii. Interviews, survey and literature review;
- iii. Country visits;
- iv. Data analysis and report writing.

V. Time schedule and deliverables

The evaluation is scheduled to take place from 15 Sep to 30 Dec 2017. The evaluation field mission is tentatively planned for 24-27 October 2017. At the end of the field mission, there will be a presentation of the preliminary findings for all stakeholders involved in this project. .

After the evaluation field mission, the evaluation team leader will visit UNIDO HQ for debriefing and presentation of the preliminary findings of the terminal evaluation. The draft TE report will be submitted 4 to 6 weeks after the end of the mission. The draft TE report is to be shared with the UNIDO ODG/EVQ/IEV, UNIDO PM, the UNIDO GEF Coordinator and GEF OFP and other stakeholders for receipt of comments. The ET leader is expected to revise the draft TE report based on the comments received, edit the language and form and submit the final version of the TE report in accordance with UNIDO ODG/EVQ/IEV standards.

Table 7. Tentative schedule

Timelines	Tasks
15 Sep—20 October 2017	Desk review

Timelines	Tasks
Before end of Sep	Vienna: briefing with HQ
24-27 October	Field visit
4-5 December	Debriefing in Vienna
18 December	Preparation of first draft evaluation report
15 Jan 2018	Internal peer review of the report by the UNIDO ODG/EVQ/IEV and other stakeholder comments to draft evaluation report
30 Jan 2018	Final evaluation report

VI. Evaluation team composition

The evaluation team will be composed of one international evaluation consultant acting as the team leader and one national evaluation consultant. The evaluation team members will possess relevant strong experience and skills on evaluation management and conduct together with expertise and experience in innovative clean energy technologies. Both consultants will be contracted by UNIDO.

The tasks of each team member are specified in the job descriptions annexed to these terms of reference. The ET is required to provide information relevant for follow-up studies, including terminal evaluation verification on request to the GEF partnership up to three years after completion of the terminal evaluation.

According to UNIDO Evaluation Policy, members of the evaluation team must not have been directly involved in the design and/or implementation of the project under evaluation.

The UNIDO Project Manager and the project team in Turkey will support the evaluation team. The UNIDO GEF Coordinator and GEF OFP(s) will be briefed on the evaluation and provide support to its conduct. GEF OFP(s) will, where applicable and feasible, also be briefed and debriefed at the start and end of the evaluation mission.

An evaluation manager from UNIDO ODG/EVQ/IEV will provide technical backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO Project Manager and national project teams will act as resourced persons and provide support to the evaluation team and the evaluation manager.

VII. Reporting

This Terms of Reference (ToR) 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 operationalize the ToR relating to the evaluation questions to prepare for the conduct of the evaluation.

Evaluation report format and review procedures

The draft report will be delivered to ODG/EVQ/IEV (the suggested report outline is in Annex 4) 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 ET 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 at UNIDO HQ after the field mission.

The TE 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.

VIII. Quality assurance

All UNIDO evaluations are subject to quality assessments by UNIDO ODG/EVQ/IEV. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO ODG/EVQ/IEV, providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by UNIDO ODG/EVQ/IEV).

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 ODG/EVQ/IEV 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 ODG/EVQ/IEV, which will submit the final report to the GEF Evaluation Office and circulate it within UNIDO together with a management response sheet

Annex 1: Project Results Framework

Result	Indicators	Baseline	Target	Means of Verification	Assumption and Risks
Objective					
Promotion of clean energy technology innovations and entrepreneurship in SMEs in Turkey.	<p>Number of SMEs to pursue innovations in clean technologies; Successful Cleantech (CT) programmes organized after project completion;</p> <p>Additional investment in clean technology innovations due to increased interest in the CT programme;</p> <p>Number of SMEs as members of the national platform;</p> <p>Tons of GHG emissions directly and indirectly avoided.</p>	<p>Turkey has a large SME sector, however, the coordination of current funding schemes for innovative clean technologies is lacking;</p> <p>As of yet, no projects have taken a CT approach in Turkey, and thus, resulting investment is zero;</p> <p>The CT national platform has not yet been established;</p> <p>In the BAU scenario, emissions would be reduced by 146 Mt CO₂ for the period 2013-23.</p>	<p>Number of clean technologies start-ups increased by 15%;</p> <p>SMEs are trained and connected with funding partners and investors;</p> <p>At least 300 SMEs as members of the national platform;</p> <p>The project aims to reduce this figure by 0.5-1%</p>	<p>Project progress reports; mid-term and final project evaluation reports; the GEF Tracking Tools.</p> <p>Database and records maintained by TUBITAK during and after project completion.</p>	
Outcomes					
1. A coordinating mechanism/platform established at the national level to identify, coach and support clean energy technology innovators.	<p>Number of innovative businesses created/accredited as a result of the CT competition;</p> <p>Number of prizes for innovators with great impact on women entrepreneurial development and job creation.</p>	<p>As of yet, no projects have taken a CT approach in Turkey, and thus, resulting businesses are at zero;</p> <p>As of yet, no projects have taken a CT approach in Turkey, and thus no prizes have been issued.</p>	<p>Establishment of a platform to coordinate these newly accredited innovative businesses;</p> <p>2 prizes per competition with the option to increase based on individual circumstances.</p>	<p>Project progress reports; mid-term and final project evaluation reports.</p> <p>Feedback from participating and non-participating enterprises and other stakeholders through survey and interview.</p>	<p>Continuous support from government and national agencies; Sufficient commitment and participation by the experts, mentors.</p>

Result	Indicators	Baseline	Target	Means of Verification	Assumption and Risks
2. Policies and institutional framework strengthened to promote Cleantech innovations in SMEs and support the local innovation ecosystem.	Extent to which these policies and regulations are amended or implemented.	A score between 0 and 4 will be given to assess these policies; baseline is currently zero.	A score between 0 and 4 will be given to assess these policies; target is 4.	Project progress reports; mid-term and final project evaluation reports.	Continuous support and participation by industry, TUBITAK and other partners.
3. National institutional capacity built for the mentoring and training programmes as part of the competition and acceleration programme	Number of human and financial resources of TUBITAK with built capacity;	The CT project has not yet started building CT-relevant capacity at TUBITAK;	Trained TUBITAK staff are able to assist in the CT mentoring and training programmes;	Project progress reports; mid-term and final project evaluation reports.	Continuous support and participation by industry, TUBITAK and other partners.
	Wide platform of all stakeholders operationalized.	No such stakeholder platform exists yet.	Platform established.		
Outputs					
1.1 Two annual national Cleantech competitions organized;	Number of entries, number of semi-finalists and finalists etc.	Since the CT competitions have not yet been organized, the baseline is zero;	100 entrants per competition (target of 10% women participants);	Monitoring and Project progress reports; mid-term and final project evaluation reports.	Continuous support from government and national agencies; Commitment from project partners and committed participation of entrepreneurs.
1.2 Two associated accelerator programmes organized, including post competition support;	Boot camps, training workshops, mentoring sessions organized;	Since the CT competitions have not yet been organized, the baseline is zero;	6 boot camps, training workshops, mentoring sessions organized;		
	Increased disbursement rate from baseline funding programmes;	The current disbursement rate will be defined in the inception phase;	Improve disbursement rate by 15%;		
1.3 Participation in regional and global networking activities.	Regional workshops or training courses organized.	Since the CT competitions have not yet been organized, the baseline is zero.	15 regional workshops or training courses organized (target of 10% women participants) over the three years of the programme.		
2.1 Necessary policies and regulations required for the	Number of new policies and regulations developed to create a conducive policy	The current policy framework needs to be adapted to the CT	Related policies, regulations amended, or new ones developed;	Project progress reports; mid-term and final project	Continuous support from the government;

Result	Indicators	Baseline	Target	Means of Verification	Assumption and Risks
Cleantech competition and ecosystem identified and developed.	environment for CT implementation; Policy makers to receive trainings on policy development.	programme; Policy makers have not received training on the CT relevant policies.	20 policy makers receive training on policy development (target of 10% women participants).	evaluation reports.	Continuous support and participation by relevant stakeholders.
3.1 Capacity of host institution, TUBITAK, strengthened and wide platform for all stakeholders established;	TUBITAK staff trained to be able to organize the competition and the accelerator programme; Number of partners involved in the platform; number of mentors recruited and trained;	Currently, no TUBITAK staff have received such training; There is currently no such platform in Turkey, and no mentors have been recruited for the CT competition;	8 TUBITAK staff receive training on competition organization (target of 10% women participants); 15 partners involved in platform and at least 10 mentors recruited and trained annually;	Project progress reports; mid-term and final project evaluation reports.	Continuous support from the government; Continuous support and participation by relevant stakeholders.
3.2 Experience shared with other countries;	Number of regional workshops or training courses organized;	As of now, no such regional workshops have been organized;	2 regional workshops organized		
3.3 Initiation for the establishment of a Clean Energy Technology Development Platform conducted.	Assessment report on conditions, possibilities and needs for the establishment of the Platform.	No such assessment report exists.	Completed assessment report.		

Annex 2: Detailed questions to assess evaluation criteria

The evaluation team will assess the project performance guided by the questions below. It should be noted that these are the guiding questions. In the inception report, the evaluator will specify key issues and key questions for the evaluation to focus on.

#	<u>Evaluation criteria</u>
A	<p>Progress to impact</p> <ul style="list-style-type: none"> ✓ <u>Mainstreaming</u>: To what extent information, lessons or specific results of the project are incorporated into broader stakeholder mandates and initiatives such as laws, policies, regulations and project? ✓ <u>Replication</u>: To what extent the project's specific results (e.g. methodology, technology, lessons and etc) are reproduced or adopted ✓ <u>Scaling-up</u>: To what extent the project's initiatives and results are implemented at larger geographical scale? ✓ What difference has the project made to the beneficiaries? ✓ What is the change attributable to the project? To what extent? ✓ What are the social, economic, environmental and other effects, either short-, medium- or long-term, on a micro- or macro-level? ✓ What effects are intended or unintended, positive or negative? <p>The three UNIDO impact dimensions are:</p> <ul style="list-style-type: none"> ✓ <u>Safeguarding environment</u>: To what extent the project contributes to changes in the status of environment? ✓ <u>Economic performance</u>: To what extent the project contributes to changes in the economic performance (finances, income, costs saving, expenditure and etc) of individuals, groups and entities? ✓ <u>Social inclusiveness</u>: To what extent the project contributes to changes in capacity and capability of individuals, groups and entities in society, including vulnerable groups, and hence generating employment and access to education and training?
B	<p>Project design</p>
1	<ul style="list-style-type: none"> • <u>Overall design</u> ✓ The problem, need or gap to be addressed by the project is clearly identified, with clear target beneficiaries? ✓ The project design was adequate to address the problems at hand? ✓ Is the project consistent with the Country's priorities, in the work plan of the lead national counterpart? Does it meet the needs of the target group? Is it consistent with UNIDO's Inclusive and Sustainable Industrial Development? Does it adequately reflect lessons learnt from past projects? Is it in line with the donor's priorities and policies? ✓ Is the applied project approach sound and appropriate? Is the design technically feasible and based on best practices? Does UNIDO have in-house technical expertise and experience for this type of intervention? ✓ To what extent the project design (in terms of funding, institutional arrangement, implementation arrangements...) as foreseen in the project document still valid and relevant? ✓ Does it include M&E plan and adequate budget for M&E activities? ✓ Risk management: Are critical risks related to financial, social-political, institutional, environmental and implementation aspects identified with specific risk ratings? Are their mitigation measures identified? Where possible, are the mitigation measures included in project activities/outputs and monitored under the M&E plan?
2	<ul style="list-style-type: none"> • <u>Logframe</u> ✓ Expected results: Is the expected result-chain (impact, outcomes and outputs) clear and logical? Does impact describe a desired long-term change or benefit to a society or community (not as a mean or process), do outcomes describe change in target group's behaviour/performance or system/institutional

	<p>performance, do outputs describe deliverables that project will produce to achieve outcomes? Are the expected results realistic, measurable and not a reformulation or summary of lower level results? Do outputs plus assumptions lead to outcomes, do outcomes plus assumptions lead to impact? Can all outputs be delivered by the project, are outcomes outside UNIDO's control but within its influence?</p> <ul style="list-style-type: none"> ✓ Indicators: Do indicators describe and specify expected results (impact, outcomes and outputs) in terms of quantity, quality and time? Do indicators change at each level of results and independent from indicators at higher and lower levels? Do indicators not restate expected results and not cause them? Are indicators necessary and sufficient and do they provide enough triangulation (cross-checking)? Are they indicators sex-diaggregated, if applicable? Are the indicator SMART? ✓ Sources of verification: Are the sources of verification/data able to verify status of indicators, are they cost-effective and reliable? Are the sources of verification/data able to verify status of output and outcome indicators before project completion? ✓ Are key assumptions properly summarized and reflecting the proper level in the results chain in the logframe?
C	Project performance
1	<ul style="list-style-type: none"> • <u>Relevance</u> ✓ How does the project fulfil the urgent target group needs? ✓ To what extent is the project aligned with the development priorities of the country (national poverty reduction strategy, sector development strategy)? ✓ How does project reflect donor policies and priorities? ✓ Is the project a technically adequate solution to the development problem? Does it eliminate the cause of the problem? ✓ To what extent does the project correspond to UNIDO's comparative advantages? ✓ Are the original project objectives (expected results) still valid and pertinent to the target groups? If not, have they been revised? Are the revised objectives still valid in today's context?
2	<ul style="list-style-type: none"> • <u>Effectiveness</u> ✓ What are the main results (mainly outputs and outcomes) of the project? What have been the quantifiable results of the project? ✓ To what extent did the project achieve their objectives (outputs and outcomes), against the original/revised target(s)? ✓ What are the reasons for the achievement/non-achievement of the project objectives? ✓ What is the quality of the results? How do the stakeholders perceive them? What is the feedback of the beneficiaries and the stakeholders on the project effectiveness? ✓ To what extent is the identified progress result of the project attributable to the intervention rather than to external factors? ✓ What can be done to make the project more effective? ✓ Were the right target groups reached?
3	<ul style="list-style-type: none"> • <u>Efficiency</u> ✓ How economically are the project resources/inputs (concerning funding, expertise, time...) being used to produce results? ✓ To what extent were expected results achieved within the original budget and timeframe? If no, please explain why. ✓ Are the results being achieved at an acceptable cost? Would alternative approaches accomplish the same results at less cost? ✓ What measures have been taken during planning and implementation to ensure that resources are efficiently used? Were the project expenditures in line with budgets? ✓ Could more have been achieved with the same input? ✓ Could the same have been achieved with less input? ✓ How timely was the project in producing outputs and outcomes? Comment on the delay or acceleration of the project's implementation period. ✓ To what extent were the project's activities in line with the schedule of activities as defined by the

	<p>Project Team and annual Work Plans?</p> <ul style="list-style-type: none"> ✓ Have the inputs from the donor, UNIDO and Government/counterpart been provided as planned, and were they adequate to meet the requirements?
4	<ul style="list-style-type: none"> • <u>Sustainability of benefits</u> ✓ Will the project results and benefits be sustained after the end of donor funding? ✓ Does the project have an exit strategy? ✓ To what extent the outputs and results have been institutionalized? <p><i>Financial risks:</i></p> <ul style="list-style-type: none"> ✓ What is the likelihood of financial and economic resources not being available once the project ends? <p><i>Socio-political risks:</i></p> <ul style="list-style-type: none"> ✓ Are there any social or political risks that may jeopardize the 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? <p><i>Institutional framework and governance risks:</i></p> <ul style="list-style-type: none"> ✓ Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize the sustainability of project benefits? ✓ Are requisite systems for accountability and transparency and required technical know-how in place? <p><i>Environmental risks:</i></p> <ul style="list-style-type: none"> ✓ Are there any environmental risks that may jeopardize the sustainability of project outcomes? ✓ Are there any project outputs or higher level results that are likely to have adverse environmental impacts, which, in turn, might affect the sustainability of project benefits?
D	Cross-cutting performance criteria
1	<ul style="list-style-type: none"> • <u>Gender mainstreaming</u> ✓ Did the project design adequately consider the gender dimensions in its interventions? Was the gender marker assigned correctly at entry? ✓ Was a gender analysis included in a baseline study or needs assessment (if any)? Were there gender-related project indicators? ✓ Are women/gender-focused groups, associations or gender units in partner organizations consulted/ included in the project? ✓ How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries? ✓ Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g., division of labour, decision-making authority)? ✓ To what extent were socioeconomic benefits delivered by the project at the national and local levels, including consideration of gender dimensions?
2	<ul style="list-style-type: none"> ○ <u>M&E:</u> ○ M&E design ○ Was the M&E plan included in the project document? Was it practical and sufficient at the point of project approval? ○ Did it include baseline data and specify clear targets and appropriate indicators to track environmental, gender, and socio economic results? ○ Did it include a proper M&E methodological approach; specify practical organization and logistics of the M&E activities including schedule and responsibilities for data collection; ○ Does the M&E plan specify what, who and how frequent monitoring, review, evaluations and data collection will take place? Is the M&E plan consistent with the logframe (especially indicators and sources of verification)? ○ Does it allocate adequate budget for M&E activities?

	<ul style="list-style-type: none"> ○ M&E implementation ○ How was the information from M&E system used during the project implementation? Was an M&E system in place and did it facilitate timely tracking of progress toward project results by collecting information on selected indicators continually throughout the project implementation period? Did project team and manager make decisions and corrective actions based on analysis from M&E system and based on results achieved? ○ Are annual/progress project reports complete, accurate and timely? ○ Was the information provided by the M&E system used to improve performance and adapt to changing needs? Was information on project performance and results achievement being presented to the Project Steering Committee to make decisions and corrective actions? Do the Project team and managers and PSC regularly ask for performance and results information? ○ Are monitoring and self-evaluation carried out effectively, based on indicators for outputs, outcomes and impact in the logframe? Do performance monitoring and reviews take place regularly? ○ Were resources for M&E sufficient? ○ How has the logframe been used for Monitoring and Evaluation purposes (developing M&E plan, setting M&E system, determining baseline and targets, annual implementation review by the Project Steering Committee...) to monitor progress towards expected outputs and outcomes? ○ How well have risks outlined the project document and in the logframe been monitored and managed? How often have risks been reviewed and updated? Has a risk management mechanism been put in place?
3	<ul style="list-style-type: none"> ○ <u>Results-based management (RBM)</u> <p><i>Results-Based work planning</i></p> <ul style="list-style-type: none"> ○ Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved. ○ Are there any annual work plans? Are work-planning processes results-based? Has the logframe been used to determine the annual work plan (including key activities and milestone)? ○ Examine the use of the project’s results framework/ logframe as a management tool and review any changes made to it since project start. <p><i>Results-based monitoring and evaluation</i></p> <ul style="list-style-type: none"> ○ Verify whether an M&E system is in place and facilitated timely tracking of progress toward project objectives by collecting information on selected indicators continually throughout the project implementation period; ○ Review the monitoring tool currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive? ○ Do project team and manager make decisions and corrective actions based on analysis from M&E system and based on results achieved? Is information on project performance and results achievement being presented to the Project Steering Committee to make decisions and corrective actions? Do the Project team and managers and PSC regularly ask for performance and results information? <p><i>Results-based reporting</i></p> <ul style="list-style-type: none"> ○ Assess how adaptive management changes have been reported by the project management and shared with the PSC. ○ Assess how well the Project Team and partners undertake and fulfil donor and UNIDO reporting requirements (i.e. how have they addressed delays or poor performance, if applicable?) ○ Assess how results and lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.
E	Performance of partners

1	<ul style="list-style-type: none"> ○ <u>UNIDO</u> ○ Mobilization of adequate technical expertise for project design ○ Inclusiveness of project design (with national counterparts) ○ Previous evaluative evidence shaping project design ○ Planning for M&E and ensuring sufficient M&E budget ○ Timely recruitment of project staff ○ Project modifications following changes in context or after the Mid-Term Review ○ Follow-up to address implementation bottlenecks ○ Role of UNIDO country presence (if applicable) supporting the project ○ Engagement in policy dialogue to ensure up-scaling of innovations ○ Coordination function ○ Exit strategy, planned together with the government ○ Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement. ○ To what extent the project has a proper and operational governance system (e.g. PSC with clear roles and responsibilities)? ○ Review whether 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-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)?
2	<ul style="list-style-type: none"> • <u>National counterparts</u> ✓ Design ○ Responsiveness to UNIDO's invitation for engagement in designing the project ✓ Implementation ○ Ownership of the project ○ Provide financial contribution as planned (cash or in-kind) ○ Support to the project, based on actions and policies ○ Counterpart funding ○ Internal government coordination ○ Exit strategy, planned together with UNIDO, or arrangements for continued funding of certain activities ○ Facilitation of the participation of Non-Governmental Organizations(NGOs), civil society and the private sector where appropriate ○ Suitable procurement procedures for timely project implementation ○ Engagement with UNIDO in policy dialogue to promote the up-scaling or replication of innovations
3	<ul style="list-style-type: none"> • <u>Donor</u> ✓ Timely disbursement of project funds ✓ Feedback to progress reports, including Mid-Term Evaluation, if applicable ✓ Support by the donor's country presence (if applicable) supporting the project for example through engagement in policy dialogue
F	<p>Overall assessment</p> <ul style="list-style-type: none"> ✓ Overarching assessment of the project, drawing upon the analysis made under Project performance and Progress to Impact criteria above but not an average of ratings.

Annex 3: Job descriptions



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	International evaluation consultant, team leader
Main Duty Station and Location:	Home-based
Missions:	Missions to Vienna, Austria and Turkey
Start of Contract (EOD):	September 15, 2017
End of Contract (COB):	December 21, 2017
Number of Working Days:	23 working days (WAE)

1. ORGANIZATIONAL CONTEXT

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

2. PROJECT CONTEXT

The project aimed at promoting clean energy technology innovations and innovative clean energy technology entrepreneurship in SMEs in Turkey through a Clean Energy Technology Innovation Competition and an Entrepreneurship Accelerator Programme.

The following three project components have been developed, in addition to monitoring and evaluation, to achieve the project objectives:

Component 1 – Establishment of a Cleantech innovation ecosystem involving a platform to organize the Cleantech competition and associated accelerator programme.

Component 2 – Strengthening of policy and regulatory framework for the development of a supportive local innovation ecosystem.

Component 3 – Institutional capacity building for the organization of the competition and accelerator programme.

Detailed background information of the project can be found the terms of reference (TOR) for the terminal evaluation.

3. DUTIES AND RESPONSIBILITIES

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<p>1. Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data); determine key data to collect in the field and adjust the key data collection instrument if needed;</p> <p>Assess the adequacy of legislative and regulatory framework relevant to the project's activities and analyze other background information.</p>	<ul style="list-style-type: none"> • Adjust table of evaluation questions, depending on country specific context; • Draft list of stakeholders to interview during the field missions; • Brief assessment of the adequacy of the country's legislative and regulatory framework. 	5 days	Home-based
<p>2. Briefing with the UNIDO Independent Evaluation Division, project managers and other key stakeholders at UNIDO HQ.</p>	<ul style="list-style-type: none"> • Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning; • Division of evaluation tasks with the National Consultant. 	1 day	Through skype
<p>3. Conduct field mission in 2017⁷.</p>	<ul style="list-style-type: none"> • Conduct meetings with relevant project stakeholders, beneficiaries, the GEF Operational Focal Point (OFP), etc. for the collection of data and clarifications; • Agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks; • Evaluation presentation of the evaluation's initial findings prepared, draft conclusions and recommendations to stakeholders in the country, including the GEF OFP, at the end of the mission. 	5 days	Turkey
<p>4. Present overall findings and recommendations to the stakeholders at UNIDO HQ.</p>	<ul style="list-style-type: none"> • After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed 	1 days	Vienna, Austria

⁷ The exact mission dates will be decided in agreement with the Consultant, UNIDO HQ, and the country counterparts.

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
5. Prepare the evaluation report, with inputs from the National Consultant, according to the TOR; Coordinate the inputs from the National Consultant and combine with her/his own inputs into the draft evaluation report; Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments.	• Draft evaluation report.	7 days	Home-based
6. Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Division and stakeholders and edit the language and form of the final version according to UNIDO standards.	• Final evaluation report.	3 days	Home-based
6. Contingencies		1 day	Home-based
TOTAL		23 days	

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced degree in environment, energy, engineering, development studies or related areas

Technical and functional experience:

- Minimum of 10 years' experience in environmental/energy project management and/or evaluation (of development projects)
- Knowledge about GEF operational programs and strategies and about relevant GEF policies such as those on project life cycle, M&E, incremental costs, and fiduciary standards
- Experience in the evaluation of GEF projects and knowledge of UNIDO activities an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Working experience in developing countries

Languages:

Fluency in written and spoken English is required.

Reporting and deliverables

1)

1) The country assignment will have the following deliverables:

- Presentation of initial findings of the mission to key national stakeholders;
- Draft report;
- Final report, comprising of executive summary, findings regarding design, implementation and results, conclusions and recommendations.

2) Debriefing at UNIDO HQ:

- Presentation and discussion of findings;
- Concise summary and comparative analysis of the main results of the evaluation report.

All reports and related documents must be in English and presented in electronic format.

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 Independent Evaluation Division.



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	National evaluation consultant
Main Duty Station and Location:	Home-based
Mission/s to:	Travel to potential sites within Turkey
Start of Contract:	30 September 2017
End of Contract:	21 December 2017
Number of Working Days:	23 working days (WAE)

ORGANIZATIONAL CONTEXT

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

PROJECT CONTEXT

The national evaluation consultant will evaluate the projects according to the terms of reference (TOR) under the leadership of the team leader (international evaluation consultant). S/he will perform the following tasks:

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
---------------------------	---	--------------------------	-----------------

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
<p>Desk review</p> <p>Review and analyze project documentation and relevant country background information; in cooperation with the team leader, determine key data to collect in the field and prepare key instruments in English (questionnaires, logic models);</p> <p>If need be, recommend adjustments to the tools in order to ensure their understanding in the local context;</p> <p>Analyze and assess the adequacy of legislative and regulatory framework, specifically in the context of the project's objectives and targets.</p>	<p>Evaluation questions, questionnaires/interview guide, logic models adjusted to ensure understanding in the national context;</p> <p>A stakeholder mapping.</p>	3 days	Home-based
<p>Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, in close cooperation with project staff in the field.</p>	<ul style="list-style-type: none"> • Detailed evaluation schedule • List of stakeholders to interview during the field missions. 	4 days	Home-based
<p>Coordinate and conduct the field mission with the team leader in cooperation with the Project Management Unit, where required;</p> <p>Consult with the team leader on the structure and content of the evaluation report and the distribution of writing tasks.</p>	<ul style="list-style-type: none"> • Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission. • Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks. 	7 days (including travel days)	Turkey
<p>Prepare inputs and analysis to the evaluation report according to TOR and as agreed with the Team Leader.</p>	<p>Draft evaluation report prepared.</p>	5 days	Home-based
<p>Contribute to the revision of the draft project evaluation report based on comments from UNIDO Independent Evaluation Division and stakeholders and edit the language and form of the final version according to UNIDO standards.</p>	<p>Final evaluation report prepared.</p>	2 days	Home-based
<p>Contingencies</p>		2 days	
TOTAL		23 days	

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

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

Managerial competencies (as applicable):

1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in environmental science, engineering or other relevant discipline like developmental studies with a specialization in industrial energy efficiency and/or climate change.

Technical and functional experience:

- Exposure to the needs, conditions and problems in developing countries.
- Familiarity with the institutional context of the project is desirable.
- Experience in the field of environment and energy, including evaluation of development cooperation in developing countries is an asset

Languages: Fluency in written and spoken English and Turkish is required.

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 Independent Evaluation Division.

Annex 4- 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 maximum 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. Country and project background

- Brief country 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 project⁸ 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:

⁸ 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.)

- A. Project design
- B. Implementation performance
 - Ownership and relevance (Report on the relevance of project towards the country and beneficiaries, country ownership, stakeholder involvement)
 - Effectiveness (The extent to which the development intervention’s objectives, outcomes and deliverables were achieved, or are expected to be achieved, taking into account their relative importance)
 - Efficiency (Report on the overall cost-benefit of the project and partner country’s contribution to the achievement of project objectives)
 - Likelihood of sustainability of project outcomes (Report on the risks and vulnerability of the project, considering the likely effects of sociopolitical and institutional changes in the partner country, and its impact on continuation of benefits after the project ends, specifically the financial, sociopolitical, institutional framework and governance, and environmental risks)
 - Project coordination and management (Report project management conditions and achievements, and partner country commitment)
 - Assessment of monitoring and evaluation systems (Report on M&E design, M&E plan implementation, and budgeting and funding for M&E activities)
 - Monitoring of long-term changes
 - Assessment of processes affecting achievement of project results (Report on preparation and readiness / quality at entry, financial planning, UNIDO support, co-financing, delays of project outcomes/outputs, and implementation approach)
- C. 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 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

- be 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, including an updated table of expenditures to date, and other detailed quantitative information. Dissident views or management responses to the evaluation findings may later be appended in an annex.

Annex 5: Checklist on evaluation report quality

Project Title:

UNIDO PROJECT ID:

Evaluation team:

Quality review done by:

Date:

Report quality criteria	UNIDO IEV assessment notes	Rating
a. Was the report well-structured and properly written? (Clear language, correct grammar, clear and logical structure)		
b. Was the evaluation objective clearly stated and the methodology appropriately defined?		
c. Did the report present an assessment of relevant outcomes and achievement of project objectives?		
d. Was the report consistent with the ToR and was the evidence complete and convincing?		
e. Did the report present a sound assessment of sustainability of outcomes or did it explain why this is not (yet) possible? (Including assessment of assumptions, risks and impact drivers)		
f. Did the evidence presented support the lessons and recommendations? Are these directly based on findings?		
g. Did the report include the actual project costs (total, per activity, per source)?		
h. Did the report include an assessment of the quality of both the M&E plan at entry and the system used during the implementation? Was the M&E sufficiently budgeted for during preparation and properly funded during implementation?		
i. Quality of the lessons: were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
j. Quality of the recommendations: did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can these be immediately implemented with current resources?		
k. Are the main cross-cutting issues, such as gender, human rights and environment, appropriately covered?		
l. Was the report delivered in a timely manner? (Observance of deadlines)		

Rating system for quality of evaluation reports

A rating scale of 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 6: Guidance on integrating gender in evaluations of UNIDO projects and Projects

A. Introduction

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

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

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

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

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

The UNIDO projects/projects can be divided into two categories: 1) those where promotion of gender equality is one of the key aspects of the project/project; and 2) those where there is limited or no attempted integration of gender. Evaluation managers/evaluators should select relevant questions depending on the type of interventions.

B. Gender responsive evaluation questions

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

B.1. Design

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

B.2. Implementation management

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

B.3. Results

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