



**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

DRAFT

**TERMS OF REFERENCE**

**Independent terminal evaluation**

**Greening Economies in the Eastern Neighbourhood (EaP GREEN)**

**Project ID: 120143**

**September 2017**

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## BACKGROUND AND CONTEXT

### PROJECT BACKGROUND AND CONTEXT

The Eastern Partnership (EaP) countries (Armenia, Azerbaijan, Belarus, Georgia, the Republic of Moldova and Ukraine) share a common past during the Soviet era, which determined to a large extent their still existing industrial, economic and social structures. 20 years post-independence the EaP countries have each embarked on their own socio-economic development roads and achieved different degrees of success in key areas including: governance, democracy, basic services provision, income and job creation, migration, social cohesion, and protection of the environment and natural resources.

Industry has enjoyed some growth in the region since 1995 however not equally spread as such growth has been predominantly led by the exploitation and processing of fossil fuels, metals and minerals, and primary processing of agricultural commodities. Industrial recovery has in the main been achieved by relatively polluting and energy-intensive extraction and other primary industries, producing fuels, metals, minerals, chemicals and agricultural commodities for export. As a consequence the industrial sectors are at national levels often dominated by one or few industrial sub-sectors.

Companies are reportedly aware of the necessity of improving resource productivity and environmental performance of their operations and production processes, but many of them, particularly national companies, cite lack of collateral (due to outdated technology, unresolved property rights, etc.), availability of financing for productive investments and overall regulatory and policy uncertainty as primary constraints preventing them from investing in more sustainable production practices and techniques. Providing access to affordable financing and appropriate technology and management systems are thus needed to start a virtuous circle of sustainable production investments, while overall policy and fiscal frameworks can provide the enabling conditions to encourage green private investment.

In 2011 the Directorate General for Development (DevCo) of the European Commission (EC) commissioned a study into “Opportunities and options for promoting a green economy in the Eastern Partnership countries” (under funding reference EuropeAid/127054/C/SER/Multi). The study confirmed a need for concerted and coordinated support to countries in the region for the greening of their economies, and suggested that the EC would initiate a regional ‘umbrella’ project on governance for green economy building upon the work of intergovernmental organizations in the region.

The European Commission established the programme “Greening Economies in the Eastern Neighbourhood (EaP GREEN) as a partnership for environment and growth that supports the Governments of the countries of the Eastern Partnership to start the transformation to a green economy. Within the framework of EaP GREEN the United Nations Industrial Development Organization (UNIDO) implements a Resource Efficient and Cleaner Production (RECP) Programme in each country. In parallel, the Organization for Economic Cooperation and Development (OECD) provides support for strategic policy setting, policy and monitoring for green economy; the United Nations Economic Commission for Europe (UNECE) supports the countries with implementation of their commitments towards strategic environmental assessment and environmental impact assessment under the Espoo Convention; and the United Nations Environment Programme (UN Environment) provides support for policy and implementation for sustainable public procurement and organic agriculture.

Resource Efficient and Cleaner Production (RECP) applies proven preventive environmental approaches and productivity concepts for the triple benefits of improved resource productivity (hence reduced operational costs and reduced use of materials, energy and water), reduced environmental impacts (less waste, emissions and pollution) and improved occupational and community health and safety. RECP is a cornerstone of Sustainable Consumption and Production (SCP), particularly in the manufacturing and related productive sectors. Prior to EaP GREEN UNIDO had already gained valuable experience in implementing RECP in the region, namely in Ukraine and the Republic of Moldova, under its joint global RECP Programme with UNEP.

The UNIDO component is aimed at improving resource efficiency and environmental performance in each of the six EaP countries, in particular in the prioritized agro-food, chemicals and construction materials' sectors, through the widespread adaptation and adoption of RECP methods, practices and techniques. Specific outputs pertain to building capacity for RECP service delivery, implementation at enterprise level and fostering of technology innovation.

Agro-food processing, chemical and construction materials' sectors are specifically targeted given the current and expected future contributions of these sectors to the economies at large, their potential for job creation and development of small and medium enterprises, and their significant resource-use and pollution footprints. Inclusion of agro-food sector further supports decentralization of economic growth to rural and remote areas, which have in many cases remained deprived from past economic growth. Moreover, further development of the construction materials sector is pivotal for urban and infrastructure developments.

The European Union, through the European Commission's DG NEAR (Unit C/2 – Armenia, Azerbaijan, Belarus and Eastern Partnership) is the main donor for EaP GREEN. Co-funding was also leveraged from UNIDO, the Government of Slovenia and the Austrian Development Bank (Oesterreichisches Entwicklungsbank AG, OeEB). Funding from the Austrian Development Bank was aimed at supporting activities specifically in Georgia.

## **PROJECT OBJECTIVES AND ACTIVITIES**

The overall objective of the Regional RECP Demonstration Programme is to improve the resource productivity and environmental performance of businesses and other organizations in the target industry sectors in the EaP countries and thereby contribute to sustainable industrial development and generation of employment and incomes.

This will be achieved through the implementation of RECP concepts, methods, practices and techniques by enterprises and other organisations. Benefits at enterprise level will be monitored in verifiable manner using a common framework of indicators for resource productivity (productive output per unit of consumption of materials, water and energy) and pollution intensity (intensity of generation of GHG emissions, waste water and waste per unit of productive output), as per methodology developed and trialled internationally under the global RECP Programme.

The regional RECP component is structured in three work-streams each with a specific output and related sets of key activities. The work-streams are:

A. RECP Human and Institutional Capacity Development: A cadre of national experts have been trained and having developed assessment skills and business advisory competencies and experiences under the RECP Programme are expected to deliver upon project completion value adding RECP services to enterprises and other organizations in each EaP country. The RECP services to be developed and delivered by the national experts will be complimentary to other types of environmental and energy advisory services (such as assistance on environmental law and permitting, environmental impact assessment and design and installation of effluent and waste treatment facilities). The RECP Demonstration Programme will therefore contribute to diversification of the environment and related business advisory services. The national experts will be identified and further trained in order to deliver in a coordinated and sustainable manner RECP assessment, training, information, advisory and related services that are valuable to enterprises and other organizations.

B. RECP Implementation, Dissemination and Replication: It is expected that this work stream will result in the implementation of RECP concepts, methods, practices and technologies by enterprises and other organizations in EaP countries. Their environment, resource use and economic benefits will also have been monitored and verified to provide a foundation for communications and advocacy initiatives, including dissemination through publications, workshops and other media. In addition to the standard approach for RECP implementation through full-fledged RECP assessments in the demonstration companies, the regional RECP demonstration programme will also develop and trial alternative assistance models aimed at replication of key RECP solutions in larger groups of enterprises (scaling-up). Activities will specifically target enterprises operating in food/beverage sector, construction materials and chemical sectors. Implementation at enterprise level will be accompanied by capacity building of the enterprises and monitoring and evaluation of the environment, resource use, economic and potential other social benefits accomplished by enterprises.

C. RECP Technology Support: Is aimed at improving access to appropriate and affordable RECP practices and techniques, in particular for the target industry sectors. Common technical needs will be identified following the RECP assessments and customized technical solutions will be identified, and appropriate mechanisms developed for their transfer and/or deployment and effective implementation, operation and maintenance in the EaP countries.

## **RESULTS ORIENTED MISSION**

As part of the EC's monitoring activities a Results Oriented Monitoring (ROM) was conducted from October – December 2015 on the overall programme. The independent evaluator contracted by the EU was Mr. Ali Dastgeer, who visited four countries as part of the ROM, Armenia, Azerbaijan, Georgia and Ukraine. The specific objective of the ROM system is to provide an external review of programme implementation in order to support project management by the EC Headquarter services. In this context, ROM reviews assess the status of a project through an analysis of project documentation and meaningful consultation with all of the parties involved. ROM reviews look at progress in input provision, activities undertaken and results delivered.

The stakeholder consultations during the ROM missions are key to collect information on project expected results and their quality and sustainability in order to take into account the views and opinions of all project stakeholders. During the missions the expert carried out interviews with project stakeholders, i.e. final beneficiaries and organisations/institutions that are implementing or supporting the project/programme implementation. After the visit, the ROM review report was prepared by the expert,

where he provided the findings on relevance, efficiency, effectiveness and sustainability of the project/programme, as well as a set of recommendations.

The programme was found to be relevant to the countries concerned. In terms of efficiency, UNIDO was considered to show the most immediate and noticeable results of any of the partners. This was attributed in large part to the on the ground presence of UNIDO through full time RECP project coordinators who are assisted by a team of full-time and part-time staff, and provided logistical, technical and administrative support by Service Units which are contracted by UNIDO. Another key finding was that the RECP Clubs were considered a cost efficient way of increasing outreach to companies and promote peer-to-peer learnings.

## BUDGET INFORMATION

Grant	Total allotment (incl. 7% support costs)	Total, (excl. support costs)	Total expenditures	% implemented	Donor
2000001436	1,980,000	1,850,467.29	1,690,206.14	91%	European Commission
2000001502	180,000	168,224.29	164,618.88	98%	Government of Slovenia
2000002520	325,000	303,738.18	260,884.74	86%	Austrian Development Bank
4000333	n/a	81,255.72	81,255.72	100%	UNIDO (cash)
n/a	93,744.28	92,744.28	93,744.28	100%	UNIDO (in-kind contribution)
<b>Total</b>	<b>2,660,000</b>	<b>2,496,430</b>	<b>2,290,710</b>	92%	

## PURPOSE OF THE EVALUATION

The purpose of this independent evaluation is to assess the effectiveness, efficiency and sustainability of the project and provide recommendations on adoptable best practices for the phase II (EU4Environment). The evaluation will also address to the extent meaningful other standing evaluation criteria singled out in UNIDO's Evaluation Policy, such as relevance, impact, management, gender mainstreaming, environmental sustainability, alignment with the UNIDO's Inclusive and Sustainable Industrial Development (ISID) agenda, and potential to promote ISID.

The evaluation will be thus a forward-looking exercise and seek to identify the best practices and areas for improvement in order to draw lessons that can be used in the implementation of the project's upcoming phases and other similar projects to be implemented by UNIDO in other countries and the regions. Short-term interest is that the current evaluation will provide substantial recommendations and lessons learned that can be incorporated into the design of the follow up phase.

The evaluation will assess the achievement of results, as stated in the project document and the contributors to success or lack thereof. Moreover, the evaluation will assess the interventions' design, level of national ownership, relevance to various stakeholders and the exploration of synergies with other UNIDO projects and with related initiatives of the Government. It will follow a consultative process and seek inputs from a broad range of stakeholders, including policy makers and business associations involved in the design and implementation of the project. The exact scope and approach of the

evaluation will be decided during the inception phase with the related Project Manager and implementing team.

The evaluation will be undertaken as per UNIDO Evaluation Policy and the Guidelines for Technical Cooperation.

## **SCOPE OF THE EVALUATION**

The project evaluation will cover the project implementation period from January 2013 till the end of 2017 covering all project activities, with particular focus on the performance indicators, as well as on the evaluability of the outputs, outcomes and tasks as per the UNIDO Project Document, as a result of the UNIDO upgrading and modernization activities, including inputs and activities, impact and sustainability of the project implementation. The evaluation is expected to consider the following:

- Consider all the activities that are part of the project;
- Cover the entire results chain from inputs and activities to impact and sustainability and review processes as well as results;
- Produce recommendations for a follow up phase (e.g. what has worked and what has not and what are the lessons from implementation to date, which issues need to be addressed in the next phase and what conditions should be in place);
- Have a regional coverage, but with field visits to be identified by the evaluation team.

## **EVALUATION ISSUES AND KEY EVALUATION QUESTIONS**

The evaluator will assess the project performance guided by the parameters and evaluations questions provided in this section. In addition to the qualitative assessment based on the evidence gathered in the evaluation, the evaluator team will rate the project on the basis of the rating criteria for the parameters described below in this section.

Ratings will be presented in the form of tables with each of the criteria / aspects rated separately and with brief justifications for the rating based on the findings and the main analyses (see Tables in Annex 4)

The evaluation consultant(s) will be expected to prepare a more targeted and specific set of questions and to design related survey questionnaires as part of the Inception Report, and in line with the above evaluation purpose and focus descriptions.

However, the following issues and questions are expected to be taken into consideration in the assessment:

### **Project identification and design**

The extent to which:

1. The situation, problem, need / gap was clearly identified, analysed and documented (evidence, references). The project design was based on a needs assessment
2. Stakeholder analysis was adequate (e.g. clear identification of end-users, beneficiaries, sponsors, partners, and clearly defined roles and responsibilities in the project(s)).
3. The project considered and reflected national and local priorities and strategies
4. The project design was adequate to address the problems at hand;
5. The design of administrative process was well articulated

### **Ownership and relevance**

The extent to which:

1. The project objectives, outcomes and outputs are relevant to the different target groups of the intervention;
2. The counterpart(s) has (have) been appropriately involved and were participating in the identification of their critical problem areas and in the development of technical cooperation strategies and are actively supporting the implementation of the project approach;
3. The outputs as formulated in the project document are relevant and sufficient to achieve the expected outcomes and objectives;
4. The project is relevant to the UN Development Assistance Framework (UNDAF)/Country programmes objectives in each target countries and UNIDO's ISID agenda.
5. Relevant country representatives (from government, industries, gender groups, custom officers and civil society), were appropriately involved and participated in the identification of critical problem

### **Efficiency of implementation**

The extent to which:

1. UNIDO and counterpart inputs have been provided as planned and were adequate to meet requirements.
2. The quality of UNIDO inputs and services (expertise, training, methodologies, etc.) was as planned and led to the production of outputs.
3. UNIDO procurement services are provided as planned and were adequate in terms of timing, value, process issues, responsibilities, etc.
4. Synergy benefits can be found in relation to other UNIDO activities in the country or elsewhere.

### **Project coordination and efficacy**

The extent to which:

1. The national management and overall field coordination mechanisms of the project have been efficient and effective;
2. The UNIDO management, coordination, quality control and technical inputs have been efficient and effective;
3. Monitoring and self-evaluation was carried, were based on indicators for outputs, outcomes and objectives and using that information for project steering and adaptive management;
4. Changes in planning documents during implementation have been approved and documented;

### **Effectiveness**

The extent to which:

1. Outputs have been produced and how the target beneficiaries used the outputs;
2. Outcomes have been or are likely to be achieved through utilization of outputs;
3. The project/program contributes to women economic empowerment and inclusive and sustainable industrial development.

### **Impact and sustainability**

The extent to which:

1. developmental changes (economic, environmental, social, inclusiveness) have occurred or are likely to occur as a result of the intervention and are these sustainable;
2. Was the project able to achieve unplanned results?
3. Did it have a multiplying effect;

4. Was sustainability correctly factored in the project strategy (risks analyzed and assumptions identified at design stage and appropriately monitored during implementation);
5. What is the prospect for technical, organizational and financial sustainability.

## **EVALUATION APPROACH AND METHODOLOGY**

This evaluation will be carried out in accordance with the UNIDO Evaluation Policy and the Guidelines for the Technical Cooperation Programme and Project Cycle. The international evaluation consultant will develop interview guidelines.

The evaluation will apply the standard for assessing the relevance of criteria of effectiveness, efficiency, impact and sustainability of programs to assess achievements against objectives and indicators outlined in the Logical Framework.

The methodology will be based on the following:

Desk review of project document including, but not limited to:

- The original project document, monitoring reports (such as progress and financial reports), output reports (case studies, action plans, sub-regional strategies, etc.), consultants' reports and relevant correspondence;
- Notes from the meetings of Advisory Board involved in the project (e.g. approval of the Advisory Board meetings);
- Other project-related material produced by the project.
- Interviews with the project manager and technical support including staff and consultant at UNIDO HQ and in the field and – if necessary - staff associated with the project's financial administration, M&E expert and procurement.
- Interviews with project partners including Government counterparts, participating companies, and partners that have been selected for co-financing as shown in the corresponding sections of the project document.
- 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.
- Interviews with the UNIDO's project management and Project Advisory Board members and the various national and sub-regional authorities dealing with project activities as necessary.
- Other interviews, surveys or document reviews as deemed necessary by the lead evaluator and/or UNIDO's Independent Evaluation Division (ODG/EVQ/IEV).
- It is responsibility of the project management to provide the relevant information and support for the interviews.

## **TIME SCHEDULE AND DELIVERABLES**

The independent evaluation is scheduled to take place between mid-October and December 2017. The evaluation team will be formed by one International evaluator and 2 national evaluators recruited by UNIDO.

The “Evaluation Work Plan” includes the following main products/deliverables:

#### INCEPTION PHASE:

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 of departure to the field mission, all the received material has been reviewed and consolidated into the Inception report.

#### FIELD MISSION:

3. Field mission: The principal responsibility for managing this evaluation lies with UNIDO. It will be responsible for liaising with the project team, provide relevant documents, to set up the stakeholder interviews, arrange the field missions and 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.

#### REPORTING:

5. Data analysis/collection of the data/information collected
6. A draft terminal evaluation report will be forwarded electronically to the UNIDO Independent Evaluation Division and circulated to main stakeholders.
7. Final terminal evaluation report will incorporate comments received.

Below a timetable for the evaluation process with tentative deadlines for key events, tasks, deliverables and milestones. The schedule is based on foreseen project timeline and will be adjusted according to encountered delays.

Task	Description/Deliverables	Timeframe
Contract signed with evaluators		<b>10 October 2017</b>
Desk review and development of interview guidelines by the international evaluator	Background materials provided by Project Manager	<b>20 October 2016</b>
Delivery of a draft inception report. The report to contain work plan, key findings of desk review, methodology, sampling technique, and evaluation tools	Inception report	<b>31 October 2016</b>
Evaluation missions and national evaluators work (field visits, interviews, observation based on interview guidelines)	Mission reports and information collected	<b>November 2016</b>
Presentation of preliminary findings	Presentation in English to Project Manager and project team	<b>November 2016</b>

<b>Task</b>	<b>Description/Deliverables</b>	<b>Timeframe</b>
Additional data collection and analyses of information collected, preparation of the draft evaluation report and circulation within UNIDO	Draft Report	<b>December 2016</b>
Presentation in Vienna	Collection of participants' comments	<b>8 December 2016</b>
Incorporation of comments and preparation of final draft report	Final draft report	<b>December 2016</b>
Sharing of draft report with main stakeholders. Collection of comments and finalization of report	Final report	<b>December 2016</b>
Presentation and submission to UNIDO, and Donor	Final Report and Management Response Sheet	<b>December 2016</b>

## **EVALUATION TEAM COMPOSITION**

The independent evaluation will be conducted by one international evaluation consultant and two national consultants placed in the selected countries who will be working under the guidance of the UNIDO Evaluation Officer in UNIDO's Independent Evaluation Division (ODG/EVQ/IEV) in coordination with the Project Manager and with the project team. The evaluator's Job Description is presented in Annex 1.

The evaluators will consult and benefit from the information provided by the experts in charge of implementing the project activities and the business association partners in the project in each of the 6 target countries while only travelling and surveying 2 of them. The countries to be evaluated in the framework of the project will be decided at the inception phase in consultation with the PM and the implementing team based on the relevance of the expected results.

## **QUALITY ASSURANCE**

All UNIDO terminal evaluations are subject to quality assessments by the UNIDO Independent Evaluation Division. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process), providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report, and ensuring the draft report is factual validated by stakeholders).

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 3. The draft and final terminal evaluation report are reviewed by the UNIDO Independent Evaluation Division and circulate it within UNIDO together with a management response sheet.

## **ANNEXES**

- Annex 1: Job description
- Annex 2: Table of Contents (TOC) for the Evaluation Report
- Annex 3: Checklist on evaluation report quality
- Annex 4: Rating tables
- Annex 5: Logical Framework



**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

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

Title:	International evaluation consultant
Main Duty Station and Location:	Home-based
Mission/s to:	At least 2 countries
Start of Contract (EOD)	10 October 2017
End of Contract (COB):	31 December 2017
Number of Working Days:	36 working days
Type of Contract:	When Actually Employed (WAE)

**ORGANIZATIONAL CONTEXT**

The international evaluation consultant will evaluate the project according to the evaluation terms of reference. S/he will be responsible for preparing the draft and final evaluation report together, according to the standards of the UNIDO Independent Evaluation Division (ODG/EVQ/IEV).

**PROJECT CONTEXT**

As described in this ToR.

**MAIN DUTIES**

The International Evaluator is expected to be the team Leader of the evaluation team and conduct the following duties:

<b>Main Duties</b>	<b>Concrete/ Outputs</b>	<b>Expected duration</b>	<b>Location</b>
Conduct desk study of project document and relevant reports	Desk review	6	Home-based
Prepare an interview tool, interviewee list and mission plan	Work plan, and interviews and mission plan completed with the support of UNIDO		
Prepare inception report	Report integrating items above		
Brief with Vienna team before missions	Plans discussed and reviewed by project manager	2	Vienna
Discuss inception report and finalize Field Mission(s) to selected countries and coordination of the activities of national evaluators in the countries	Interviews to field stakeholders, including project site visits	15	Home based Countries to be selected
Detailed analysis of field results	Preliminary findings	5	Home-based
Conduct additional phone interviews/stakeholders	Notes on interviews		

	<b>Concrete/</b>	<b>Expected</b>	<b>Location</b>
Debriefing of the evaluation (Presentation of results)	Presentation (Vienna mission)	2	Vienna
Preparation of first draft evaluation report and submission for UNIDO feedback	Draft report	3	Home-based
Additional data collection and analyses of information collected, preparation of the draft evaluation report and circulation, within UNIDO for comments.			
Finalization of report upon receipt of stakeholders' feedback	Final report	3	
<b>Total</b>		<b>36 days</b>	

### REQUIRED COMPETENCIES

- Long-term experience in project evaluation;
- Experience from working with organizational development, capacity and institutional building;
- Knowledge of international institutions/organizations working on skills development;

### MINIMUM ORGANIZATIONAL REQUIREMENTS

**Education:** Advanced university degree in social science related disciplines including development studies, development economics, political science, international relations, and with training in social research methodologies;

**Technical and functional experience:** Minimum of 10 years of professional experience in project evaluation; proven track record in evaluation of UN projects.

**Languages:** Fluency in written and spoken English is required. Working knowledge of Russian or another native language from the region is an advantage.

### **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 program/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 for this evaluation.



**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:	Local travel as appropriate
Start of Contract (EOD):	October 2017
End of Contract (COB):	December 2017
Number of Working Days:	20 working days
Type of Contract:	When Actually Employed (WAE)

**ORGANIZATIONAL CONTEXT**

The national evaluation 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/Team leader and carry out the tasks assigned to him/her by the International evaluation consultant and in accordance with the standards of the UNIDO Independent Evaluation Division (ODG/EVQ/IEV).

**PROJECT CONTEXT**

As described in the evaluation ToR. Under the leadership of the International evaluation consultant/Team Leader, s/he will perform the following tasks:

MAIN DUTIES	Concrete/ measurable Outputs to be achieved	Days	Location
Briefing with the evaluation team leader, UNIDO to discuss overall work		3	Home based
Review Project information in your country and summarize the Information according to the analytical frame provided by the Team leader.	The summary background of information prepared according to analytical frame		Home based
In cooperation with the Team Leader: determine key observations to collect in your country and discuss instruments provided (questionnaires, logic models) to collect data and observations.			Skype/phone
Implement interviews in the Government, and NGOs and beneficiary of the project.	List of interviewees prepared Structured interviews tool of the evaluation applied. Interviews notes available Interview results analysed	5	Home based
Prepare a list of lessons learned with description of the cases and include best practices observed		5	Home based
Briefing of the team with comparison of results of interviews in other countries of the same evaluation	Results summarized	2	Home based

MAIN DUTIES	Concrete/ measurable Outputs to be achieved	Days	Location
Organize and implement a focus group on the future of the project	Focus group implemented and results analysed	3	Home based
Participate in the briefing for the preparation of the draft report	Discuss opportunities and problems with a selected group of stakeholders and report on results.	1	Skype/phone
Revise the draft project evaluation reports for your country based on comments from the UNIDO Office for Independent Evaluation and stakeholders and edit the language and form of the final version according to UNIDO standards.	Discuss and integrate changes for the relevant country	1	Home based

### 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 science, engineering or other relevant discipline like developmental studies or business administration.

#### **Technical and functional experience:**

A minimum of five years professional experience, including experience involving technical cooperation in developing countries. Exposure to the needs, conditions and problems in developing countries. Familiarity with the institutional context of the project is desirable.

**Languages:** Fluency in written and spoken English is required. Working knowledge of French is an advantage.

#### **Absence of Conflict of Interest:**

According to the 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 program/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 for this evaluation.

## **Annex 2: Table of Contents for the Evaluation Report**

### **TABLE OF CONTENTS**

#### **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 and important developments during the project implementation period
- Project summary:
  - o Fact sheet of the project: including project objectives and structure, donors and counterparts, project timing and duration, project costs and co-financing
  - o Brief description including history and previous cooperation
  - o Project implementation arrangements and implementation modalities, institutions involved, major changes to project implementation
  - o Positioning of the UNIDO project (other initiatives of government, other donors, private sector, etc.)
  - o 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. Assessment must be based on factual evidence collected and analysed from different sources. The evaluators' assessment can be broken into the following sections:

- A. Relevance (Report on the relevance of project towards countries and beneficiaries)
- B. 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)
- C. Sustainability of Project Outcomes (Report on the risks and vulnerability of the project, considering the likely effects of socio political and institutional changes in partner countries, and its impact on continuation of benefits after the project ends, specifically the financial, socio political, institutional framework and governance, and environmental risks)
- D. Project coordination and management (Report project management conditions and achievements, and partner countries commitment)

At the end of this chapter, the rating tables should be presented as required in annex 4.

## **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 3. Checklist on evaluation report quality

#### Independent terminal evaluation of UNIDO project:

**Project Title:**

**UNIDO ID:**

**Evaluation team leader:**

**Quality review done by:**

**Date:**

Checklist on evaluation report quality

Report quality criteria	UNIDO ODG/EVQ/IEV assessment notes	Rating
<b>A.</b> Was the report well-structured and properly written? (Clear language, correct grammar, clear and logical structure)		
<b>B.</b> Was the evaluation objective clearly stated and the methodology appropriately defined?		
<b>C.</b> Did the report present an assessment of relevant outcomes and achievement of project objectives?		
<b>D.</b> Was the report consistent with the ToR and was the evidence complete and convincing?		
<b>E.</b> 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)		
<b>F.</b> Did the evidence presented support the lessons and recommendations? Are these directly based on findings?		
<b>G.</b> Did the report include the actual project costs (total, per activity, per source)?		
<b>H.</b> 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?		
<b>I.</b> Quality of the lessons: were lessons readily applicable in other contexts? Did they suggest		
<b>J.</b> 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?		
<b>K.</b> Are the main cross-cutting issues, such as gender, human rights and environment, appropriately covered?		
<b>L.</b> Was the report delivered in a timely manner? (Observance of deadlines)		

#### 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 4 - Rating tables

#	Evaluation criteria	Mandatory rating
<b>A</b>	<b>Impact</b>	<b>Yes</b>
<b>B</b>	<b>Project design</b>	<b>Yes</b>
1	• Overall design	Yes
2	• Logframe	Yes
<b>C</b>	<b>Project performance</b>	<b>Yes</b>
1	• Relevance	Yes
2	• Effectiveness	Yes
3	• Efficiency	Yes
4	• Sustainability of benefits	Yes
<b>D</b>	<b>Cross-cutting performance criteria</b>	
1	• Gender mainstreaming	Yes
2	• M&E: ✓ M&E design ✓ M&E implementation	Yes
3	• Results-based Management (RBM)	Yes
<b>E</b>	<b>Performance of partners</b>	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Donor	Yes
<b>F</b>	<b>Overall assessment</b>	<b>Yes</b>

### 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 **Error! Reference source not found.**

Table 1. 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.	

## Annex 5. Logical Framework

Narrative Summary	Indicators	Means of Verification	Assumptions
<b>Objective</b>			
<p><b>Objective:</b> Improve resource productivity and environmental performance of enterprises and other organizations in the target industry sectors in the EaP countries and thereby contribute to sustainable industrial development and generation of employment and incomes</p>	<p><b>Aspects:</b> 1. <i>Environment</i>: reduced environmental footprint <sup>(1)</sup> of enterprises 2. <i>Production Efficiency</i>: increased resource productivity <sup>(2)</sup> and reduced operational and/or compliance costs of enterprises 3. <i>Technology</i>: improved access to appropriate and affordable RECP practices and techniques</p>	<ul style="list-style-type: none"> <li>Final project report</li> <li>Results Oriented Monitoring (by EC)</li> <li>Aggregated results from demonstration and replication activities (output 2)</li> </ul>	
<b>Outcome</b>			
Increased awareness, understanding and uptake of RECP concepts, practices and techniques in the EaP Countries.	1. RECP initiatives of enterprises and organizations	<ul style="list-style-type: none"> <li>Final project report</li> <li>Annual reports of enterprises, government agencies and other stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>RECP is beneficial for enterprises in the EaP region and such enterprises can appropriate tangible and measurable benefits from RECP implementation</li> </ul>
<b>Outputs</b>			
<p><b>Output 1:</b> <b>RECP Human and Institutional Capacity Development:</b> A nationally appropriate mechanism established or strengthened for delivery of RECP services to enterprises and other organizations in each EaP country</p>	<p>1.1. Increased availability of RECP services in each EaP country 1.2. Participation of key government and industry stakeholders in governance of RECP service delivery</p>	<ul style="list-style-type: none"> <li>Final project report</li> <li>Annual activity, management and governance reports of this regional RECP Programme</li> <li>Appreciation received for RECP activities from third parties in each EaP country (government, industry and professional associations)</li> </ul>	<ul style="list-style-type: none"> <li>Limited uptake of RECP by enterprises of the target groups is at least in part a result of lacking supply of appropriate RECP services that deliver value to enterprises and other organizations in the target sectors</li> </ul>

<sup>1</sup> Environmental footprint is used as a shorthand for the total of the impacts of an enterprise on its surrounding environment, in particular through its discharges of waste and emissions; noise, odor, radiation and/or other nuisance factors; and impact on the quality of local ecosystems (through e.g. extraction of water and harvesting or extracting of other natural resources). The total of environmental impacts of a business can in principle be expressed with a proxy, aggregated environmental pressure indicator such as ecological footprint. Improvements in the environmental performance of the business over time are best expressed in terms of pollution intensities, i.e. kg waste per ton of product or kg of GHG emission per ton of product.

<sup>2</sup> Resource productivity is concerned with the productive use of natural resources by the enterprise or other organization as measured in the ratio of value creation or productive output per unit of resource consumption (including water, energy and materials), e.g. MVA/energy (\$/MJ) or MVA/water (\$/GL).

Narrative Summary	Indicators	Means of Verification	Assumptions
<p><b>Output 2:</b> <b>RECP Implementation, Dissemination and Replication:</b> RECP concepts, methods, practices and technologies have been implemented by enterprises and other organizations in the EaP countries and their environment, resource use and economic benefits have been monitored and verified <sup>3</sup>)</p>	<p>2.1. RECP implementation in enterprises and other organizations audited and/or supported by the project.</p> <p>2.2. Degree of environment, resource and economic benefits achieved through RECP implementation in enterprises</p>	<ul style="list-style-type: none"> <li>• Environment, financial and/or sustainability reports of enterprises</li> <li>• Annual reports of RECP service delivery in each EaP country</li> <li>• Final project report</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of compelling success stories with environmental, resource use and cost benefits of RECP implementation would accelerate the wider consideration and uptake of RECP concepts, methods and practices.</li> </ul>
<p><b>Output 3:</b> <b>RECP Technology Support</b> Appropriate and affordable RECP techniques and technologies for the target sectors have been identified and promoted for transfer and widespread deployment in EaP countries</p>	<p>3.1. Improved availability and affordability of RECP techniques and technologies for the target industry sectors in the EaP countries</p>	<ul style="list-style-type: none"> <li>• Annual reports of RECP Programme</li> <li>• Technology needs and opportunity reports</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in RECP implementation is hampered by constraints in accessing environmentally sound technologies that are appropriate and affordable in the business context of EaP countries</li> </ul>
<b>Work-stream 1: RECP Human and Institutional Capacity Development</b>			
<p><b>Activity 1.1:</b> National experts identified, trained and coached in basic and advanced RECP methods and applications and supportive management and entrepreneurship topics</p>	<p>1.1.1. A total of 60 national experts trained and coached in application of basic RECP methods and techniques (8-15 per EaP country)</p> <p>1.1.2. A total of 15 (2-3 per EaP country) advanced short term trainings organized on selected 'advanced' topics with average participation of 25 national experts</p>	<ul style="list-style-type: none"> <li>• Annual workplans and progress reports of RECP Programme</li> </ul>	<ul style="list-style-type: none"> <li>• Lacking professional capacity for delivery of value adding RECP services prevents enterprises in the target sectors from considering and implementing RECP opportunities.</li> </ul>
<p><b>Activity 1.2:</b> Awareness and understanding of RECP opportunities and benefits improved at the national and regional levels among enterprises, government and civil society</p>	<p>1.2.1. Internet website in each EaP country</p> <p>1.2.2. Two national conferences in each EaP country over the duration of the programme</p>	<ul style="list-style-type: none"> <li>• Annual reports of RECP Programme</li> <li>• Proceedings of conferences</li> <li>• Availability of promotion materials</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness and knowledge of opportunities for and benefits of RECP is low among enterprises and government agencies in EaP region</li> </ul>

<sup>3</sup> Monitoring of benefits will follow the framework outlined in: *Enterprise level resource productivity and environmental pollution intensity indicators: a primer for Small and Medium Enterprises*, UNIDO and UNEP, 2010.

Narrative Summary	Indicators	Means of Verification	Assumptions
<u>Activity 1.3:</u> Customized mechanism set up for coordination and cooperation among national experts for efficient national sharing of knowledge and experiences and peer learning as a basis for RECP advocacy and sustained RECP service delivery	1.3.1. Effective steering function with government and business participation in each EaP Country  1.3.2. Proposals made and supported for institutionalization of RECP advocacy and service delivery in each EaP country	<ul style="list-style-type: none"> <li>Annual reports of RECP Programme</li> <li>Records of steering committee meetings</li> </ul>	<ul style="list-style-type: none"> <li>Solid institutional foundation and transparent governance mechanisms are required to bolster national ownership and continuity of service delivery</li> </ul>
<u>Activity 1.4:</u> Efficient sharing of knowledge and experience and regional peer learning among national RECP experts from the six EaP countries	1.4.1. Three regional meetings of key national RECP experts organized and executed	<ul style="list-style-type: none"> <li>Records of regional coordination meetings</li> </ul>	<ul style="list-style-type: none"> <li>Improved information exchange between RECP initiatives in the EaP countries will improve service delivery in each EaP country</li> </ul>
<b>Work stream 2: RECP Implementation, Dissemination and Replication</b>			
<u>Activity 2.1:</u> Potential for improved resource productivity and environmental performance through RECP widely demonstrated in enterprises and other organizations in all EaP countries	2.1.1. Detailed RECP assessments completed for at least 90 demonstration companies (~ 8-20 in each EaP country)  2.1.2. Minimum of 50 enterprise level success stories prepared and published (~8-12 for each EaP country)	<ul style="list-style-type: none"> <li>Activity reports RECP Programme</li> <li>RECP assessment reports for demonstration companies</li> <li>Enterprise success stories with documented economic, environmental and other benefits (using common indicator framework <sup>(4)</sup>)</li> </ul>	<ul style="list-style-type: none"> <li>RECP methods, practices and technologies can be utilised to achieve significant reductions in resource consumption and pollution generation in the target industry sectors</li> </ul>
<u>Activity 2.2:</u> Mechanisms developed, trialled and installed for regional replication and scaling up-of RECP in enterprises and other organizations in each EaP country	2.2.1. Regional replication programme developed for each EaP country  2.2.2. 26 regional replication programmes planned, organized and delivered comprising of group training and coaching of SMEs (~ 4-6 replication programmes in each EaP country)  2.2.3. 200 SMEs have completed replication programme and 75% thereof have stated with implementation of RECP opportunities	<ul style="list-style-type: none"> <li>Activity reports of RECP programme</li> <li>Resource materials for the replication programme in each EaP country</li> <li>Summary booklets of achievements in each replication programme</li> </ul>	

<sup>4</sup> Monitoring of benefits will follow the framework outlined in: *Enterprise level resource productivity and environmental pollution intensity indicators: a primer for Small and Medium Enterprises*, UNIDO and UNEP, 2010.

**Work-stream 3: RECP Technology Support**

<b>Narrative Summary</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
<i>Activity 3.1:</i> Pilot projects for adaptation and adoption of innovative RECP technologies developed, evaluated and promoted for investment and implementation in target sectors in all EaP countries	3.1.1. Three sector based needs and opportunity assessment reports published (each potentially with sub-sector supplements) 3.1.2. Minimum of five RECP technology pilots prepared and promoted for implementation for each of three target sectors	<ul style="list-style-type: none"><li>• Technology needs and opportunity assessment reports</li><li>• Pilot project proposals</li></ul>	<ul style="list-style-type: none"><li>• Investment in RECP can be further leveraged and catalyzed by improving supply of appropriate RECP techniques</li></ul>