



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

## **TERMS OF REFERENCE**

**Independent mid-term evaluation of UNIDO project:**

**Promoting Energy Efficiency and Renewable Energy in Selected Micro, Small and  
Medium Enterprises (MSME) Clusters in India**

**UNIDO SAP ID: 103029**

**GEF Project ID: 3553**

**December 2017**

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## I. PROJECT DESCRIPTION, BACKGROUND AND CONTEXT

### 1. Project factsheet<sup>1</sup>

Project title	Promoting Energy Efficiency and Renewable Energy in Selected Micro, Small and Medium Enterprises (MSME) Clusters in India
SAP ID	103029
GEF Project ID	3553
Region	Asia and the Pacific
Country	India
Project donor(s)	GEF
Project implementation start date	10/26/2011
Expected duration	98 months
Expected implementation end date	31 December 2019
GEF Focal Areas and Operational Project	Climate change
Other executing Partners	Bureau of Energy Efficiency (BEE), Ministry of Micro, Small and Medium Enterprises (MSME), Ministry of New and Renewable Sources of Energy
Executing partners	UNIDO
UNIDO RBM code	GC31 (RECP & LowCarbonPrd)
Donor funding	7,172,097
Project GEF CEO endorsement / approval date	4/1/2010
UNIDO input (in kind, USD)	500,000 Cash and In-Kind
Co-financing at CEO Endorsement, as applicable	Bureau of Energy Efficiency (BEE), <u>2,000,000 Cash and In-Kind</u>
Co-financing at CEO Endorsement, as applicable	Ministry of Micro, Small and Medium Enterprises (MSME), <u>17,000,000 Cash and In-Kind</u>
Total project cost	33,372,097
Total project cost (USD)	
Mid-term review date	2/1/2018
Planned terminal evaluation date	Nov 2019

(Source: Project document)

### 2. Project context<sup>1</sup>

India is one of the major nations with growing energy usage and subsequent CO<sub>2</sub>eq emissions. Within the Indian economy, in terms of primary energy consumption, industry remains the largest consumer of energy – accounting for over 50% of total energy consumption in the country. Indian industries mostly rely on coal, oil and gas for primary energy. Among these, coal continues to be the dominant fuel.

<sup>1</sup> Data to be validated by the Consultant

Within industry, there are many Micro, Small, and Medium-sized Enterprises (MSME) which carry out energy and emissions-intensive activities in sectors such as the metallurgical and metals industry, glass and ceramics industry, agricultural activities, and brick-making. In most of these MSME sectors, energy cost accounts for as much as 20%–30% of the total cost of production.

At the same time as being energy intensive, the industrial sector – especially the industrial MSME sector – plays a vital role in the Indian economy, with 13 million MSMEs estimated to operate in India at the time of project commencement, contributing around 45% of manufacturing output, producing about 40% of exports and employing more than 40 million people.

MSMEs mobilize local capital and skills, and thereby provide the impetus for growth and development, particularly in rural areas and small towns. They are often organised into “clusters, often with some form of central organisation, which work for the development of the many MSME’s often called “units”. These clusters provide the bases for UNIDO to leverage the existing organisational structure to carry out outreach to hundreds of units with limited resources.

A study commissioned by Bureau of Energy Efficiency (BEE) estimated the total potential for electricity saving at 75.36 billion KWh, of which nearly a quarter (i.e., 18.57 billion KWh) corresponded to the industry sector as a whole, including small and medium enterprises. To put this in perspective, this represented approximately 3.6% of the entire energy demand in India in 2006.

Energy represents an important and expensive factor of production for industrial MSMEs – particularly in energy-intensive sectors such as mineral processing (ceramics, tiles, pottery, brick, glass etc.), metallurgical and metal industries (foundries, forging, alloys, heat treatment, steel re-rolling, etc.) and agro and food processing (bakeries, dairies, rice mills, etc.). The MSMEs in these sectors currently use significant amounts of electricity as well as large quantities of fossil fuels (about 65 Mtoe) and/or biomass to meet their thermal energy requirements. These fuels are often in the form of furnace oil, diesel, natural gas and coal or traditional biomass fuels to meet their thermal heat requirements.

Most importantly for this project, the MSMEs in these sectors largely depend on inefficient equipment and technology. This leads to wastage of fuel; it also results in release of substantial CO<sub>2</sub> and particulate emissions.

Recognizing the importance of EE/RE for the industrial MSME sector, the Government of India and various state governments have taken a number of policy measures to promote the adoption of EE and RE in the MSME sector. The ‘National Action Plan on Climate Change’ (NAPCC), prepared by the Prime Minister’s Council on Climate Change, is being implemented through eight National Missions, one of which is the ‘National Mission for Enhanced Energy Efficiency’ and provides a framework for policy interventions to achieve the twin goals of improving energy performance and reducing greenhouse gas emissions.

A number of barriers to the functioning of the EE/RE market for industrial MSMEs, which the project aimed to address, include lack of technical know-how for producing EE products and services; paucity of local providers to sustain EE/RE (e.g. maintenance and repair) lack of awareness on the financial benefits; barriers restricting the national uptake and implementation of EE/RE technology and services, e.g. lack of knowledge sharing and information dissemination; and barriers in the policy and knowledge within governmental institutions for the implementation of EE/RE technology and services, such as lack of mainstreaming EE/RE technologies into the development plans and policies for MSMEs development.

### 3. Project objective

The aim of the project is to develop and promote a market environment for introducing energy efficiencies and enhanced use of RE technologies in process applications in 12 selected energy-intensive MSME clusters<sup>2</sup> in India with expansion to more clusters later, in order to improve the productivity and competitiveness of units as well as to reduce overall carbon emissions and improve the local environment. The project will work at cluster levels as well as policy level to achieve its aim.

The promotion of energy efficiency and renewable energy in selected MSME clusters was envisaged through the following four components and related expected outcomes:

Component 1 – Increased capacity of suppliers of EE/RE product suppliers/service providers/finance providers to support the expansion of EE/RE in the clusters.

*Expected Outcomes:*

1. The capacity of suppliers of EE/RE product suppliers/service providers/finance providers to support the expansion of EE/RE in the clusters is increased.

Component 2 – Increasing the level of end-use demand and implementation of EE and RE technologies and practices by MSMEs.

*Expected Outcomes:*

2. The level of end-use demand and implementation of EE and RE technologies and practices by MSMEs is increased.

Component 3 – Scaling up of the project to a national level.

*Expected Outcomes:*

3. The project is scaled up to a national level.

Component 4 - Strengthening policy, institutional and decision-making frameworks.

*Expected Outcomes:*

4. Policy, institutional and decision-making frameworks strengthened.

Component 5 – Project management.

The Project is further structured into a total of 12 substantive outputs. The full logical framework is included as annex 1.

### 5. Project implementation arrangements

A Programme Management Cell (PMC) has been established in BEE to oversee implementation of all five GEF projects under the Programmatic Framework. The PMC is being supported by the World Bank–GEF project as part of its mandate for supporting and strengthening programme knowledge management. The UNIDO-GEF project would support the PMC financially. The technology adaptation component of the UNIDO project and the finance component of the World Bank project complement and strengthen each other and the combination of both projects reduces the overhead cost.

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<sup>2</sup> Sectors encompassed ceramic production, hand tool production, foundries, brass production, and dairy production.

Cooperation with the World Bank in this project takes place through a joint programme coordination unit. Where appropriate, there may also be financing provided from World Bank credit lines.

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

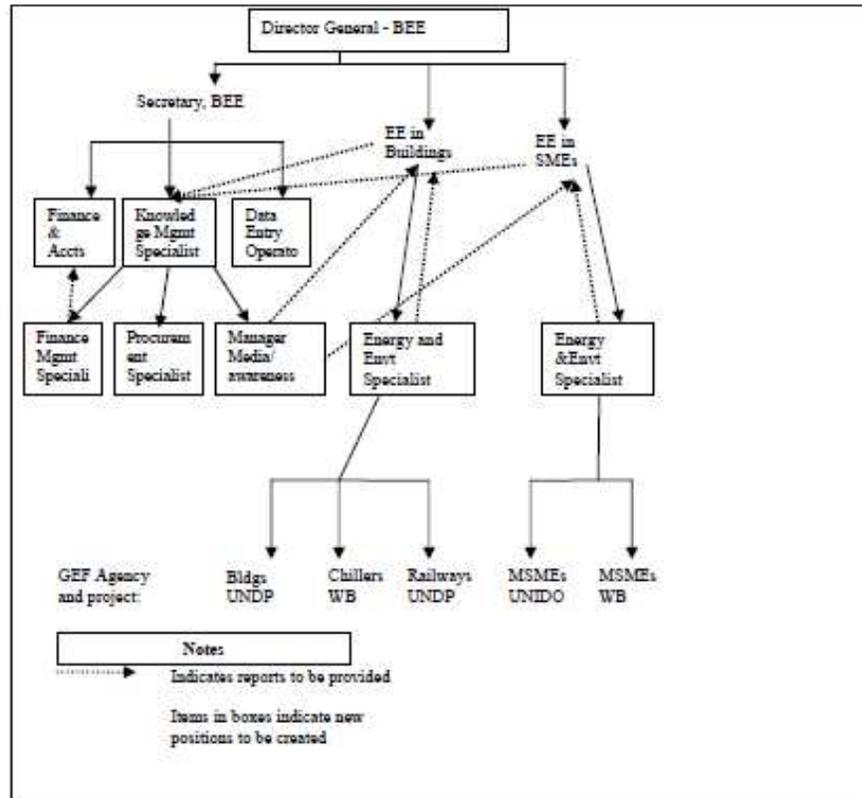


Figure 1. Project organization chart

The Bureau of Energy Efficiency is the executing party for this project. BEE coordinates the activities. For the renewable energy component, the Solar Energy Institute of the Ministry for New and Renewable Energy is involved and responsible for part of the tasks. The division of tasks between BEE and MNRE is agreed upon by both institutes.

UNIDO helps to provide international coordination services and expertise regarding cluster development.

Four ministries are involved in this project: The Ministry of Power through the Bureau of Energy Efficiency; the Ministry of Micro, Small and Medium Sized Enterprises (MSME); and the Ministry for New and Renewable Energy (MNRE). The GEF focal point is located in the Ministry of Environment and Forestry.

In terms of organization structure, a number of levels can be discerned:

- The project advisory committee, consisting of the four ministries, UNIDO, industry and finance sector representatives. This committee is supposed to meet every six months throughout the duration of the project;
- The UNIDO project manager at Vienna Headquarters;
- The Programme Management Unit in BEE, which oversees five GEF projects and provides support in terms of knowledge management, energy efficiency expertise, personnel, contracts, finance and reporting;

- The Project Management Unit, consisting of a project manager and an assistant located within BEE and a renewables expert located within the solar energy institute of the ministry of new and renewable energy;
- Twelve cluster leaders. Within this group, there are five sector leaders, who can be part-time. These will be hosted by associations;
- Innovation platforms: cooperative frameworks consisting of Incubators (academics of the IITs), representatives of key national and local equipment supply industries and cluster industry representatives.

As BEE is a statutory body under the Ministry of Power, the project funds flow from UNIDO to GOI in a special account opened by BEE. BEE requests UNIDO funds based on unaudited financial reports (IUFs) and withdrawal applications. The FM assurance on the project is sought on the basis of Audit Reports, IUFs and Alternate Assurance arrangements.

To guide BEE during project implementation, a Project Operations Manual was prepared by BEE and agreed upon by UNIDO prior to project implementation. The manual was meant to include operational principles giving details of all guidelines and procedures agreed with UNIDO for the implementation, supervision and monitoring/evaluation of the project, including procedures for the identification and selection of beneficiaries of financial incentives, and details of the governance and accountability plan. It is meant to include a procurement plan, a financial management plan and agreements on the institutional framework required for implementation.

## 6. Budget information

Table 1. Financing plan summary<sup>3</sup>

\$	<i>Project Preparation</i>	<i>Project<sup>4</sup></i>	<i>Total (\$)</i>
Financing (GEF / others)	Click here to enter text.	7,172,097	7,172,097
Co-financing (Cash and In-kind)	Click here to enter text.	26,200,000	26,200,000
<b>Total (\$)</b>	<b>000</b>	<b>33,372,097</b>	<b>33,372,097</b>

Source: Project document

Table 2. Financing plan summary - Outcome breakdown<sup>5</sup>

<b>Project outcomes</b>	<b>Donor (GEF/other) (\$)</b>	<b>Co-Financing (\$)</b>	<b>Total (\$)</b>
1. The capacity of suppliers of EE/RE product suppliers/service providers/finance providers to support	2,501,839	10,280,000	12,781,839

<sup>3</sup> Source of financial data under Grants 200000251, 4000137, 4000577 in tables 1 to 4, UNIDO SAPS as of 3 December 2017

<sup>4</sup> Includes project management cost

<sup>5</sup> Source: Project document.

Project outcomes	Donor (GEF/other) (\$)	Co-Financing (\$)	Total (\$)
the expansion of EE/RE in the clusters is increased			
2. The level of end-use demand and implementation of EE and RE technologies and practices by MSMEs is increased	2,133,908	2,570,000	<b>4,703,908</b>
3. The project is scaled up to a national level.	1,409,776	5,140,000	<b>6,549,776</b>
4. Policy, institutional and decision-making Frameworks strengthened.	706,896	7,710,000	<b>8,416,896</b>
5. Project management	419,678	500,000	<b>919,678</b>
<b>Total (\$)</b>	<b>7,172,097</b>	<b>26,200,000</b>	<b>33,372,097</b>

Table 3. Co-Financing source breakdown

Name of Co-financier (source)	Classification	Type	Total Amount (\$)
Bureau of Energy Efficiency (BEE)	National Government	Cash and In-kind	2,000,000
Ministry of New and Renewable Energy	National Government	Cash and In-kind	6,700,000
Ministry of Small and Medium Enterprises	National Government	Cash and In-kind	17,000,000
UNIDO	Implementing Agency	Cash and In-kind	500,000
<b>Total Co-financing (\$)</b>			<b>26,200,000</b>

Source : Project document

Table 4. UNIDO US Dollars budget execution <sup>6</sup>

Item	2012	2013	2014	2015	2016	2017	Total expenditure
Contractual Services	4,510,000		1,072,140	14,497	1,358	4,773	5,602,767

<sup>6</sup> US \$ Grant 200000251, Source SAP 3 December 2017

Equipment			7,966	820	172,963	8,851	190,599
International Meetings	8,745						8,745
Local travel	2,945	11,198	13,790	24,901	23,884	15,349	92,066
Nat.Consult./Staff	11,403	68,582	72,752	90,018	97,903	58,169	398,826
Other Direct Costs	8,67	5,536	4,961	551	9,775	6,167	24,590
Premises			356	471	8,298	1,471	10,595
Staff & Intern Consultants			228	62	160		450
Staff Travel							
Train/Fellowship/Study	7,853			33,164	71,758	20,875	133,650
<b>Grand Total</b>	<b>4,549,616</b>	<b>74,243</b>	<b>1,172,193</b>	<b>164,484</b>	<b>386,098</b>	<b>115,655</b>	<b>6,462,289</b>

Table 5. UNIDO EUR budget execution <sup>7</sup>

Item	2012	2013	2014	2015	2016	2017	Total expenditure
Other Direct Costs			26	74	13	8	80
Staff Travel	10,020	11,223	11,557	9,851	15,777	12,973	71,400
<b>Grand Total</b>	<b>10,020</b>	<b>11,223</b>	<b>11,531</b>	<b>9,777</b>	<b>15,789</b>	<b>12,981</b>	<b>71,321</b>

## II. Purpose and scope of the evaluation

This mid-term evaluation is expected to cover the project activities in the first 75 months of implementation of the project, notionally from 10/26/2011 – 12/31/2017, covering all 4 technical plus the management components in a balanced manner.

The purpose of the mid-term evaluation (MTE) is to independently assess the project to help UNIDO improve performance and achieve the expected outcomes as foreseen in the project document.

The MTE has the following objectives:

- Assess the project's performance and progress towards the achievement of the expected results
- Assess remaining barriers in project design, project management and performance of partners to identify the necessary changes to set the project on-track to achieve its expected results
- Develop recommendations and a follow-up plan on necessary corrective actions

<sup>7</sup> EUR Grants 4000137 and 4000577, Source SAP 3 December 2017

The evaluation will mainly focus on the achievement of the expected results indicated in the project logical framework, and in particular on the aspects of relevance, effectiveness, efficiency, impact, sustainability, management as well as cross-cutting issues such as gender.

The main geographical area in India are, in addition to New Delhi, the sites of the clusters, including Brass: Jagadhri and Jam Nagar; Ceramic: Khurja, Morbi and Thangadh; Dairy: Gujarat and Punjab; Foundry: Indore, Coimbatore and Belgaum; and Hand Tools: Naguar and Jalandhar.

The evaluation team (ET) will interview stakeholders in various Government institutions, e.g. the Bureau of Energy Efficiency (BEE), Ministry of Micro, Small and Medium Enterprises, Ministry of New and Renewable Sources of Energy and the GEF focal point in the Ministry of Environment, Forests and Climate Change. The ET will also visit selected interventions in the clusters, to be determined during the inception phase.

### III. Evaluation criteria and key questions

The following are the key evaluation criteria to be addressed by the MTE.

<b>A</b>	<b>Project design assessment</b>
1	Project design
2	Project results framework/logframe
<b>B</b>	<b>Project performance and progress towards results</b>
1	Relevance
2	Effectiveness and progress towards expected results
3	Efficiency
4	Gender mainstreaming
5	Sustainability
<b>C</b>	<b>Project implementation management</b>
1	Project management
2	Results-based work planning, monitoring and evaluation, reporting
3	Financial management and co-financing
4	Stakeholder engagement and communication
<b>D</b>	<b>Performance of Partners</b>

Detailed evaluation questions to address each of the evaluation criteria are provided in Annex 2.

### IV. Evaluation approach and methodology

The MTE will be conducted in accordance with the UNIDO Evaluation Policy<sup>8</sup>.

The evaluation will be conducted by an independent evaluation team using a participatory approach whereby all key parties associated with the project are kept informed and regularly consulted throughout the evaluation. The evaluation team will liaise with the UNIDO Independent Evaluation Division (ODG/EVQ/IEV) on the conduct and methodology of the evaluation.

The evaluation team will be required to use different methods to ensure that data gathering and analysis deliver evidence-based qualitative and quantitative information, based on diverse sources, as

<sup>8</sup> UNIDO. (2015). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/(M).98/Rev.1)

necessary: desk studies and literature review, statistical analysis, individual interviews, focus group meetings, surveys and direct observation. This approach will not only enable the evaluation to assess causality through quantitative means but also to provide reasons for why certain results were achieved and to triangulate information for higher reliability of findings.

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

The methodology will be based on the following:

1. **A desk review** of project documents, including, but not limited to:
  - a. The original project document, monitoring reports, such as progress and financial reports to UNIDO and Donor(s)/Partners, annual Project Implementation Reports (PIRs), back-to-office mission report(s), and other project-related material produced by the project.
  - b. The evaluation team will check the validity of the project’s results-chain in the project logframe and if necessary reconstruct the theory of change for the project.
  - c. Counterfactual information: In those cases where baseline information for relevant indicators is not available, the evaluation team will aim at establishing a proxy-baseline through recall and secondary information.
2. **Interviews** with:
  - a. Briefing meetings at UNIDO headquarters in Vienna: Project Manager (PTC/ENE/IEE) and the team members assigned to the project.
  - b. Meetings with the project team in India: Project Management Unit (PMU), National Project Director, National Project Coordinator, Technical Advisors, key local experts, UNIDO Field Office.
  - c. Meetings with the Lead Executing Agency and with the Members of the Project Steering Committee.
3. **Country visit:** The evaluation will visit selected cluster sites as it will be determined at the inception phase. At the end of the field mission, there will be a presentation of preliminary findings, conclusions and recommendations to the key stakeholders.

#### V. Time schedule and deliverables

The mid-term evaluation of the Project is to be completed during January– March 2018. Table 6 presents the indicative time table.

Table 6. Tentative schedule

Activity/deliverable	Indicative timing
Recruitment of the evaluation team	January 2018
Desk review	15-15 January 2018
Briefing with UNIDO headquarter (Vienna)	Before 12 February 2018
Evaluation Framework and Theory of Change of the project intervention	5 February 2018

Activity/deliverable	Indicative timing
Fieldwork in India	12-23 February 2018
Debriefing meeting in UNIDO HQ (to be confirmed)	5-7 March 2018
Preparation of the first draft of the report	15 March 2018
Feedback from stakeholders	30 March 2018
Final Report	15 April 2018

The debriefing presentation of the evaluation consultant is foreseen in Vienna after the field mission.

The evaluation report will be in English.

## **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 energy efficiency. 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.

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 India 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. 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.

The evaluation will be managed and supervised by an evaluation manager appointed by UNIDO ODG/EVQ/IEV. 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 prepare, in collaboration with the national consultant, the Evaluation Framework and reconstruct the project Theory of Change will operationalize the ToR relating to the evaluation questions and providing information on what type of and how the evidence will be collected (methodology). It will be discussed with and approved by the UNIDO Evaluation Manager.

The Evaluation Framework will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an

evaluation framework (“evaluation matrix”); division of work between the International Evaluation Consultant and national consultant; mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable<sup>9</sup>.

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

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given in annex 4.

### **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 5. 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

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<sup>9</sup> The ET will be provided with a Guide on how to prepare an evaluation inception report prepared by the UNIDO ODG/EVQ/IEV.

## Annex 1: Project Results Framework

Project Strategy	Objectively Verifiable Indicators	Sources of Verification	Assumptions
<b>Impact</b>			
<p><i>GEF Strategic Priorities:</i> Strategic Program 2: Promoting energy efficiency in the industrial sector</p> <p>Strategic Program 4: Promoting Sustainable Energy Production from Biomass</p>	<p>Total CO<sub>2e</sub> emission reductions as a result of the investments in industrial energy efficiency – target 1,270,500 million tonnes (over 10 year lifetimes) by 2014</p> <p>Total energy saved – target 276,600 MWh annually by 2015</p> <p>Contribution to the enabling policy environment – target of 4 out of 4 with the complete achievement of all the steps in facilitating the implementation of biomass as a fuel source and in main-streaming EE/RE policies for MSME development.</p> <p>Volume of investment – target 5 million USD by 2014</p> <p>See Annex F for details of how the GHG and MWh targets have been estimated</p>	<p>For all indicators: Reporting from project sites, data from feasibility studies, verification of savings for all or a representative sample of projects</p>	<p>Companies choose to make energy efficiency investments</p> <p>Implementation of project activities will foster industrial energy efficiency investments and reduce CO<sub>2e</sub> emissions</p>
<b>Outcomes</b>			
<p>Outcome 1: The capacity of suppliers of EE/RE product suppliers/service providers/finance providers to support the expansion of EE/RE in the clusters is increased</p> <p>Outcome 2: The level of end-use demand and implementation of EE and RE technologies and practices by MSMEs is increased.</p> <p>Outcome 3: The project is scaled up to a national level</p> <p>Outcome 4 Policy, institutional and decision-making frameworks strengthened</p>	<p>Number of technologies and practices adapted for local MSMEs – target 12 adapted technologies or practices being offered by local service providers.</p> <p>Investment facilitated into EE/RE technologies in MSMEs – target USD 16 million.</p> <p>Number of clusters and MSMEs implementing EE/RE technologies/practices – target 12 + clusters and 190 MSMEs.</p> <p>Establishment of nation-wide information frameworks for EE/RE.</p>	<p>Reporting from the Project Management Unit, the MSME cluster-level organisations, the MSMEs themselves, and local service providers of EE/RE technology.</p>	<p>The technologies are adaptable and economically attractive to MSMEs.</p> <p>The barriers identified are indeed the principle barriers to growth.</p> <p>There is no major deterioration of the macro-economic climate leading to lack of finance available and/or shutting down of industries.</p>

Outputs	Objectively Verifiable Indicators	Sources of Verification	Assumptions
<b>Component 1: Increased capacity of suppliers of EE/RE product suppliers/ service providers/ finance providers</b>			
<p><b>Output 1.1</b> EE/RE technologies that are adjusted for local needs introduced to the local market in 5 energy intensive MSME sectors.</p>	<ul style="list-style-type: none"> <li>➤ Detailed techno-economic studies at the unit (MSME) level to determine feasible options for EE and RE through improvements in technologies and operating practices.</li> <li>➤ Adjustment of existing technologies for the introduction of at least 12 emerging/ improved EE/RE technologies and/or Best Operating Practices to be introduced.</li> <li>➤ Documentation of the benefits (energy savings, quality improvement, GHG reduction etc) in the demonstration and replication units (prepare one case study for each sector).</li> <li>➤ At least 16 awareness workshops to showcase the results of technology demonstrations (conduct at least 2 awareness workshops per cluster in the Foundries and Brass clusters, and 2 total awareness workshops in each of the other sectors – Hand tools, Ceramics, and Dairy).</li> </ul>	<p>Reports from technology adaptation experts.</p> <p>Survey of local service providers shows a change in availability of products and information.</p> <p>Survey of local industry associations shows a change in availability of information and services.</p> <p>Survey of MSMEs on financing availability (within the MSME and from finance institutions).</p>	<p>The technologies can be adapted to the local, smaller MSME markets.</p> <p>The local service providers, cluster-level industry associations, and financial actors are sufficiently interested and able to implement these changes.</p>
<p><b>Output 1.2.</b> Increased ability of Local Service Providers (EE and RE product and service suppliers) to provide assistance and advice to MSMEs within the sectors.</p>	<ul style="list-style-type: none"> <li>➤ 15 Local Service Providers/industry associations in 12 clusters identified for training and assistance in implementing the new technologies/Best Operating Practices.</li> <li>➤ 200 Detailed Project Reports prepared for MSMEs by Local Service Providers in 12 clusters.</li> <li>➤ 24 product and service providers operating in each cluster actively marketing EE/RE products. (up from 4 currently).</li> </ul>		
<p><b>Output 1.3</b> Increased ability of local industry associations to provide assistance and advice to MSMEs within the clusters with the establishment/enhancement of "Cluster level energy management cells".</p>	<ul style="list-style-type: none"> <li>➤ Implementation of 12 "Energy Management Cells" within cluster-level industry associations/other cluster-level institutions for carrying out EE/RE assistance in their respective clusters.</li> <li>➤ Needs assessments for these 12 institutions for the implementation of Energy Management Cells within them.</li> </ul>		
	<ul style="list-style-type: none"> <li>➤ Strengthening of these 12 "Energy Management Cells" by providing material support (energy audit tools) and soft support (knowledge and training)</li> </ul>		

<p><b>Output 1.4</b> Enhanced financing opportunities for EE/RE projects and implementation measures.</p>	<ul style="list-style-type: none"> <li>➤ Templates and examples for financial assessment of EE/RE projects developed for use in training and dissemination</li> <li>➤ Banking/investor experts in 5 banks/financial institutions trained in the assessment of bankable projects and support mechanisms</li> </ul>		
<p><b>Component 2: Increased end-use demand and implementation of EE and RE by MSMEs</b></p>			
<p><b>Output 2.1</b> Increased demand for EE/RE products/services and increased ability to apply for financing among the units in the 5 energy intensive MSME sectors for EE/RE technologies.</p>	<ul style="list-style-type: none"> <li>➤ Ongoing awareness generation/ training programmes for entrepreneurs – at least 50 awareness workshops conducted to reach 1200 or more entrepreneurs as well as four national-level project conferences conducted.</li> <li>➤ In consultation with industry associations, choosing MSMEs and implementing joint partnerships including adapted technologies and Best Operating Practices (“case studies”) in each of the 5 sectors with local producers of EE/RE technologies (Local Service Providers) and MSMEs – 29 total projects implemented with handholding of these 29 units to ensure optimal deployment of improved technologies and to build confidence and capabilities.</li> <li>➤ The development of around 200 bankable Detailed Project Reports which can be used for investment decisions.</li> <li>➤ A total of 120 EE/RE measures implemented in the 12 clusters.</li> <li>➤ At least 100 applications for financial assistance (loans/investments) submitted by MSMEs with 36 additional funded.</li> </ul>	<p>Number of Developed Project Reports tracked during the project, including those applying for outside financing.</p> <p>Responses to marketing efforts in terms of enquiries and requests for information will be tracked throughout the project.</p> <p>Follow up surveys will be carried out for those MSMEs involved in workshops to build capacity.</p>	<p>The adapted technologies have a sufficiently low payback period to warrant investment and efforts to secure outside investment.</p> <p>Macroeconomic conditions do not drastically alter prices/outputs from the industry.</p> <p>The implementing MSMEs will be able to Best Operating Practices consistently over time.</p>
<p><b>Output 2.2</b> Increased awareness and implementation of Best Operating Practices for energy management and EE/RE technologies in MSMEs in 12 energy intensive MSME clusters.</p>	<ul style="list-style-type: none"> <li>➤ At least 500 experts, engineers, and staff trained in RE/EE technology basics and Best Operating Practices and at least 250 implementing Best Operating Practices during the complete project cycle.</li> </ul>		

<b>Component 3: Scaling up of the project to a national level</b>			
<p><b>Output 3.1</b> Cooperation and synergies established and enhanced within the project clusters through information sharing on best practices and joint workshops</p>	<ul style="list-style-type: none"> <li>➤ At least 7 study tours/exchange visits carried out under a 'knowledge exchange program to share lessons and experiences among the various clusters.</li> <li>➤ Existing web-sites in foundry and dairy sectors strengthened to include more information on EE/RE technologies and Best Operating Practices.</li> </ul>	<p>Monitoring reports on events and knowledge sharing activities.</p> <p>The number of cluster-based new projects developed will be tracked.</p>	<p>Other cluster-based organisations will be interested in this project.</p>
<p><b>Output 3.2</b> Expansion of the project to affect new clusters at a later date throughout the country</p>	<ul style="list-style-type: none"> <li>➤ Preparation of Project Proposals for EE/RE projects (similar to this one) in MSME clusters not covered in this project. (4 new Foundry clusters, the Ludhiana Hand Tools cluster, 1 more Ceramics cluster in India, 1 more Brass cluster, 1 more Dairy cluster)</li> <li>➤ Preparation of more detailed information booklets for each of the 5 sectors on the technologies, returns on investment, etc.</li> </ul>	<p>The number of brochures, booklets distributed and the web-site hits will be tracked.</p>	

<b>Component 4: Strengthening policy, institutional and decision-making frameworks</b>			
<p><b>Output 4.1</b> Improved monitoring and evaluation of energy use and development of a benchmarking system</p>	<ul style="list-style-type: none"> <li>➤ At least 24 detailed energy audits conducted in various sectors including investment options, payback periods, current barriers to implementation, and energy use/CO2eq emissions prevented from the technologies/practices.</li> <li>➤ At least 12 detailed cluster-level energy use database prepared (one for each cluster); these would form the basis of benchmarking systems</li> <li>➤ A survey conducted on locally available biomass resources and sustainability of biomass supply determined. (In the Foundry and Brass Sectors)</li> <li>➤ Sustainability standards developed for biomass use.</li> </ul>	<p>The benchmarking system will be available for public use.</p> <p>The report will be available and submitted to project partners.</p> <p>The roadmap will be completed and submitted to project partners.</p>	<p>There is continued governmental support for this effort.</p>
<p><b>Output 4.2</b> Mainstreaming EE and RE into national policies and programmes on MSMEs Development</p>	<ul style="list-style-type: none"> <li>➤ Detailed report prepared on the policy and regulatory framework needed to accelerate the diffusion of energy-efficient and renewable energy technologies in the 5 MSME sectors. The report will also discuss improved RE options and related policy issues, and issues related to supply of piped NG in the clusters.</li> </ul>		
	<ul style="list-style-type: none"> <li>➤ Roadmap prepared for strengthening energy efficiency on end use and supply side, based on interactions with existing cluster level associations, other institutions at the cluster level with BEE, MoMSME &amp; MNRE. The roadmap will specifically relate to state level programs where these clusters are located.</li> </ul>		

## Annex 2: Detailed questions to assess evaluation criteria

The evaluation team will assess the project performance guided by the questions below.

#	<u>Evaluation criteria</u>
<b>A</b>	<b>Project design assessment</b>
1	<p><u>Project design</u></p> <ul style="list-style-type: none"> <li>• The project design was adequate to address the problems at hand?</li> <li>• 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?</li> <li>• 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?</li> <li>• To what extent the project design (in terms of funding, institutional arrangement, implementation arrangements...) as foreseen in the project document still valid and relevant?</li> <li>• Does the project document include a M&amp;E plan? Does the M&amp;E plan specify what, who and how frequent monitoring, review, evaluations and data collection will take place? Does it allocate budget for each exercise? Is the M&amp;E budget adequately allocated (see a M&amp;E sample) and consistent with the logframe (especially indicators and sources of verification)?</li> <li>• 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&amp;E plan?</li> </ul>
2	<p><u>Project results framework/logframe</u></p> <ul style="list-style-type: none"> <li>• Expected results: Is the expected result-chain (impact, outcomes and outputs) clear and logical? Does impact describe a desired long-term 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 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?</li> <li>• 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-disaggregated, if applicable?</li> <li>• 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?</li> </ul>

#	<u>Evaluation criteria</u>
<b>B</b>	<b>Project performance and progress towards results</b>
1	<p><u>Relevance</u></p> <ul style="list-style-type: none"> <li>• So far, how relevant is the project to the: <ul style="list-style-type: none"> <li>○ target groups' needs</li> <li>○ development priorities of the country (national poverty reduction strategy, sector development strategy, etc.)</li> <li>○ UNIDO comparative advantages and</li> <li>○ project's donor policies and priorities</li> </ul> </li> <li>• Are appropriate beneficiaries groups being targeted by the project?</li> <li>• Are the original project objectives (expected results) still valid and pertinent to the target groups? If not, have then been revised? Are the revised objectives still valid in today context?</li> </ul>
2	<p><u>Effectiveness and progress towards expected results</u></p> <ul style="list-style-type: none"> <li>• SO FAR, what are the main results (mainly outputs and if possible, outcomes) of the project? What have been the quantifiable results of the project to-date?</li> <li>• To what extent did the project achieve their objectives (outputs and outcomes), against the original/revised target(s)? Please provide a brief analysis on the project progress in achieving the objectives.</li> <li>• What is the quality of the results? How do the stakeholders perceive them? What is the <b>feedback of the beneficiaries and the stakeholders</b> on the project effectiveness? Please provide evidence/examples from the project to back up the statements.</li> <li>• Were the right target groups reached?</li> <li>• Can the project attain it objectives and utilize the resources assigned for this within the remaining period?</li> </ul>
3	<p><u>Efficiency</u></p> <ul style="list-style-type: none"> <li>• Comment on how economically the project resources/inputs (in terms of funding, expertise, time...) are being used to produce results (outputs and outcomes) SO FAR? Comment on the quality of expertise/technical assistance provided; whether the expected results were achieved within the original budget, if no please explain why.</li> <li>• How timely is the project in producing outputs, initial outcomes and delivering inputs (with least delays)? Based on the work plan, comment on the delay or acceleration of implementation period of the project. Were the project's activities in line with the schedule of activities as defined by the project team and annual work plans? Were the disbursements and project expenditures in line with budgets?</li> <li>• Have the inputs from the donor, UNIDO and Government/counterpart been provided as planned, and were they adequate to meet the requirements?</li> <li>• Is the project cost-effective compared to similar interventions? Could the project have produced more with the same resources, or</li> </ul>

#	<u>Evaluation criteria</u>
	the same with less money, or with less delay? Wherever possible, the MTE team should also compare the costs incurred and the time taken to achieve outcomes with that for similar projects?
4	<p><u>Gender mainstreaming</u></p> <ul style="list-style-type: none"> <li>• Did the project/programme design adequately consider the gender dimensions in its interventions? If so, was gender considered at the level of project outcome, output or activity?</li> <li>• Was a gender analysis included in a baseline study or needs assessment (if any)? Were there gender-related project indicators?</li> <li>• How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries?</li> <li>• 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)?</li> <li>• Are women/gender-focused groups, associations or gender units in partner organizations consulted and/or included in the project?</li> <li>• To what extent were socioeconomic benefits delivered by the project at the national and local levels, including consideration of gender dimensions?</li> </ul> <ul style="list-style-type: none"> <li>• Are environmental aspect related to the protection of the environment and/or adaptation to climate change taken into account</li> <li>• Are social issues addressed to ensure inclusiveness of the project beneficiaries</li> </ul>
5	<p><u>Cross-cutting aspects</u></p> <ul style="list-style-type: none"> <li>• Are environmental aspect related to the protection of the environment and/or adaptation to climate change taken into account</li> <li>• Are social issues addressed to ensure inclusiveness of the project beneficiaries</li> </ul>
<b>C</b>	<b>Project implementation management</b>
1	<p><u>Project management</u></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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;</li> </ul>

#	<u>Evaluation criteria</u>
	right staffing levels, continuity, skill mix and frequency of field visits)?
2	<p><u>Results-based work planning, M&amp;E, reporting</u></p> <p><u>Results-based work planning</u></p> <ul style="list-style-type: none"> <li>• Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.</li> <li>• 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)? If not, suggest ways to re-orientate work planning to focus on results?</li> <li>• Examine the use of the project’s results framework/ logframe as a management tool and review any changes made to it since project start.</li> </ul> <p><u>Results-based M&amp;E</u></p> <ul style="list-style-type: none"> <li>• Verify whether an M&amp;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; annual project reports are complete and accurate, with well-justified ratings; the information provided by the M&amp;E system is used to improve performance and to adapt to changing needs; and the project has an M&amp;E system in place with proper training for parties responsible for M&amp;E activities to ensure that data will continue to be collected and used after project completion. Are monitoring and self-evaluation carried out effectively, based on indicators for outputs, outcomes and impact in the logframe? Is any project steering or advisory mechanism put in place? Do performance monitoring and reviews take place regularly?</li> <li>• 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?</li> <li>• Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?</li> <li>• How has the logframe been used for Monitoring and Evaluation purposes (developing M&amp;E plan, setting M&amp;E system, determining baseline and targets, annual implementation review by the Project Steering Committee...) to monitor progress towards expected outputs and outcomes? Do project team and manager make decisions and corrective actions based on analysis from M&amp;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?</li> <li>• 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?</li> </ul> <p><u>Results-based reporting</u></p> <ul style="list-style-type: none"> <li>• Assess how adaptive management changes have been reported by the project management and shared with the PSC.</li> <li>• Assess how well the Project Team and partners undertake and fulfil donor and UNIDO reporting requirements (i.e. how have they</li> </ul>

#	<u>Evaluation criteria</u>
	<p>addressed delays or poor performance, if applicable?)</p> <ul style="list-style-type: none"> <li>Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.</li> </ul>
3	<p><u>Financial management and co-financing</u></p> <ul style="list-style-type: none"> <li>Review the financial management of the project, with specific reference to the cost-effectiveness of interventions. Did the project have appropriate financial controls, including reporting and planning, that allowed management to make informed decisions regarding the budget and allowed for timely flow of funds? Was there due diligence in the management of funds and financial audits?</li> <li>Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.</li> <li>Did promised co-financing materialize? Is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans.</li> </ul>
4	<p><u>Stakeholder engagement and communication</u></p> <p><u>Stakeholder engagement</u></p> <ul style="list-style-type: none"> <li>Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?</li> <li>Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?</li> <li>Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?</li> </ul> <p><u>Communication</u></p> <ul style="list-style-type: none"> <li>Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?</li> <li>Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)</li> <li>For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits</li> </ul>

#	<u>Evaluation criteria</u>
5	<p><b>Sustainability of benefits</b>  The MTE should validate whether the risks identified in the Project Document and progress reports or implementations reviews are the most important and assess the following risks to sustainability:</p> <p><i>Financial risks:</i></p> <ul style="list-style-type: none"> <li>• What is the likelihood of financial and economic resources not being available once the project ends? (Such resources can be from multiple sources, such as the public and private sectors or income-generating activities; these can also include trends that indicate the likelihood that, in future, there will be adequate financial resources for sustaining project outcomes.)?</li> </ul> <p><i>Socio-political risks:</i></p> <ul style="list-style-type: none"> <li>• Are there any social or political risks that may jeopardize the sustainability of project outcomes?</li> <li>• What is the risk that the level of stakeholder ownership and engagement (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained?</li> <li>• Do the various key stakeholders see that it is in their interest that project benefits continue to flow?</li> <li>• Is there sufficient public/stakeholder awareness in support of the project’s long-term objectives?</li> </ul> <p><i>Institutional framework and governance risks:</i></p> <ul style="list-style-type: none"> <li>• 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?</li> <li>• Are requisite systems for accountability and transparency and required technical know-how in place?</li> </ul> <p><i>Environmental risks:</i></p> <ul style="list-style-type: none"> <li>• Are there any environmental risks that may jeopardize the sustainability of project outcomes?</li> <li>• 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?</li> </ul>
<b>D</b>	<b>Performance of partners</b>
1	<p><u>UNIDO</u>  ✓ <b>Project team in the field</b></p> <ul style="list-style-type: none"> <li>• Has the project team discharged its project implementation and management functions adequately (in terms of work planning and executing, monitoring and reviewing performance, allocating funds, and following up agreed/corrective actions)?</li> <li>• Has an effective M&amp;E system been put in place, was it closely link with the logframe, does it generate information on performance and results which is useful for project managers and PSC to make critical decisions?</li> </ul>

#	<u>Evaluation criteria</u>
	<ul style="list-style-type: none"> <li>• Has the management of flow of funds and procurement been suitable for ensuring timely implementation?</li> <li>• How proactive and prompt the project team was to ensure timely implementation of recommendations from experts of support missions and HQ-based project managers?</li> <li>✓ <b><i>UNIDO HQ-based management</i></b> <ul style="list-style-type: none"> <li>• Timely recruitment of project staff</li> <li>• Project modifications following changes in context or after the Mid-Term Review</li> <li>• Follow-up to address implementation bottlenecks</li> <li>• Role of UNIDO country presence (if applicable) supporting the project</li> <li>• Engagement in policy dialogue to ensure up-scaling of innovations</li> <li>• Coordination function</li> <li>• Exit strategy, planned together with the government</li> </ul> </li> </ul>
2	<p><u>National counterparts</u></p> <ul style="list-style-type: none"> <li>• Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?</li> <li>• Has the government assumed ownership and fulfilled responsibility for the project?</li> <li>• Were counterpart resources (funds and staffing) provided as planned in the project design?</li> <li>• Did the government ensure suitable coordination of the various departments involved in the project implementation?</li> </ul>
3	<p><u>Donor</u></p> <ul style="list-style-type: none"> <li>• How active has the donor been in reviewing the project performance and implementation?</li> <li>• How proactive and prompt has the donor been in providing necessary support to the project implementation (in terms of decisions on fund installment, approval/rejection of request from project team...)?</li> <li>• Does the donor ask for information related to project performance and results?</li> <li>• To what extent does the donor make decisions based on performance and results information?</li> </ul>

### Annex 3: Job descriptions



## UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

<b>Title:</b>	International evaluation consultant, team leader
<b>Main Duty Station and Location:</b>	Home-based
<b>Missions:</b>	Missions to Vienna, Austria and India
<b>Start of Contract (EOD):</b>	15 January 2018
<b>End of Contract (COB):</b>	30 April 2018
<b>Number of Working Days:</b>	30 working days spread over the above mentioned period

#### 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, provides factual information about result and practices that feed into the programmatic and strategic decision-making processes. 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

Detailed background information of the project can be found in the terms of reference (TOR) for this short-term evaluation.

#### 3. DUTIES AND RESPONSIBILITIES

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
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MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
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;	<ul style="list-style-type: none"> <li>Adjust table of evaluation questions, depending on country specific context;</li> <li>Draft list of stakeholders to interview during the field missions;</li> </ul>	4 days	Home-based
2. Streamlines specific questions to address key issues in the TOR, specific methods that will be used and data to collect in the field visits, detailed evaluation methodology confirmed, draft theory of change, and tentative agenda for field work.	<ul style="list-style-type: none"> <li>Draft theory of change and Evaluation framework to submit to the Evaluation Manager for clearance</li> </ul>	1 days	Home based
2. Briefing with the UNIDO Independent Evaluation Division, project managers and other key stakeholders at UNIDO HQ.	<ul style="list-style-type: none"> <li>Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning;</li> <li>Division of evaluation tasks with the National Consultant.</li> </ul>	1 days	Through skype
3. Conduct field mission to [India] in 2018 <sup>10</sup> .  Discuss and share the evaluation's preliminary findings, conclusions and recommendations to the Team Leader of the India Country Programme Evaluation to contribute to the CPE's assessment.	<ul style="list-style-type: none"> <li>Conduct meetings with relevant project stakeholders, beneficiaries, the GEF Operational Focal Point (OFP), etc. for the collection of data and clarifications;</li> <li>Agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks;</li> <li>Evaluation presentation of the evaluation's preliminary findings, conclusions and recommendations to stakeholders in the country, including the GEF OFP, at the end of the mission.</li> </ul>	12 days	India (specific project site to be identified later)
4. Present overall findings and recommendations to the stakeholders at UNIDO HQ	<ul style="list-style-type: none"> <li>After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed</li> </ul>	1 days	Vienna, Austria
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	<ul style="list-style-type: none"> <li>Draft evaluation report.</li> </ul>	8 days	Home-based

<sup>10</sup> 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
HQ and national stakeholders for feedback and comments.			
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.	<ul style="list-style-type: none"> <li>Final evaluation report.</li> </ul>	3 days	Home-based
	<b>TOTAL</b>	30 days	

## MINIMUM ORGANIZATIONAL REQUIREMENTS

### Education:

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

### Technical and functional experience:

- Minimum of 15 years' experience in environmental/energy efficiency project management and/or evaluation (of development projects)
- Knowledge of India and cluster development of Small and Medium Enterprises
- 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 and India.

### Languages:

Fluency in written and spoken English is required.

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)**

<b>Title:</b>	National evaluation consultant
<b>Main Duty Station and Location:</b>	Home-based
<b>Mission/s to:</b>	Travel to potential sites within India
<b>Start of Contract:</b>	15 January, 2018
<b>End of Contract:</b>	30 March 2018
<b>Number of Working Days:</b>	21 days spread over the above mentioned period

**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:

<b><u>MAIN DUTIES</u></b>	<b>Concrete/measurable outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
Desk review Review and analyze project documentation and relevant country background information; in cooperation with the team leader,	Evaluation questions, questionnaires/interview guide, logic models adjusted to ensure understanding in the national context;	3 days	Home-based

<b><u>MAIN DUTIES</u></b>	<b>Concrete/measurable outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
determine key data to collect in the field and prepare key instruments in English (questionnaires, logic models);  If need be, recommend adjustments to the tools in order to ensure their understanding in the local context.	A stakeholder mapping.		
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.	<ul style="list-style-type: none"> <li>• Detailed evaluation schedule.</li> <li>• List of stakeholders to interview during the field missions.</li> </ul>	1 days	Home-based
Coordinate and conduct the field mission with the team leader in cooperation with the Project Management Unit, where required;  Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.  Conduct the translation for the Team Leader, when needed.	<ul style="list-style-type: none"> <li>• Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission.</li> <li>• Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</li> </ul>	12 days (including travel days)	India (specific sites to be determined )
Prepare inputs and analysis to the evaluation report according to TOR and as agreed with the Team Leader.  Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Division and stakeholders and proof read the final version.	Draft and final evaluation report prepared.	5 days	Home-based
<b>TOTAL</b>		21 days	

## REQUIRED COMPETENCIES

### **Core values:**

1. Integrity
2. Professionalism

3. Respect for diversity

**Core competencies:**

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

**Managerial competencies (as applicable):**

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

**MINIMUM ORGANIZATIONAL REQUIREMENTS**

**Education:** Advanced university degree in 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 [name of local language: to be determined after project sites are chosen] 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- Mid-term evaluation report outline**

### **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. 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 project<sup>11</sup> and important developments during the project implementation period
- Project summary:
  - Fact sheet of the project: including project objectives and structure, donors and counterparts, project timing and duration, project costs and co-financing
  - Brief description including history and previous cooperation
  - Project implementation arrangements and implementation modalities, institutions involved, major changes to project implementation
  - Positioning of the UNIDO project (other initiatives of Government, other donors, private sector, etc.)
  - Counterpart organization(s)

### **III. Evaluation findings**

This is the key chapter of the report and should address all evaluation criteria and questions. Assessment must be based on factual evidence collected and analyzed from different sources. The evaluators' assessment can be broken into the following sections:

- A. Project design assessment
  - 1. Project design
  - 2. Project results framework/logframe
- B. Project performance and progress towards results
  - 1. Relevance
  - 2. Effectiveness and progress towards expected results
  - 3. Efficiency
  - 4. Gender mainstreaming
- C. Project implementation management
  - 1. Project management
  - 2. Results-based work planning, monitoring and evaluation, reporting
  - 3. Financial management and co-financing
  - 4. Stakeholder engagement and communication
  - 5. Sustainability
- D. Performance of Partners

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<sup>11</sup> Explicit and implicit assumptions in the logical framework of the project can provide insights into key-issues of concern (e.g., relevant legislation, enforcement capacities, government initiatives)

#### 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
- Indicating 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
- Commensurate with the available capacities of project team and partners
- Taking 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 SAP ID:

Evaluation team:

Quality review done by:

Date:

Report quality criteria	UNIDO 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 prescriptive action?		
<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 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?