TERMS OF REFERENCE

Independent terminal evaluation of UNIDO project:

SMART Fish

UNIDO Project ID: 120110

January 2019
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4 days .................................................................................................................................. 23
Home-based .......................................................................................................................... 23
6 days .................................................................................................................................. 24
Home-based .......................................................................................................................... 24
2 days .................................................................................................................................. 24
Home-based .......................................................................................................................... 24

• Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission .................................................. 24

12 days (including travel days) ......................................................................................... 24
In Indonesia .......................................................................................................................... 24

• Part of draft evaluation report prepared ........................................................................... 24

8 days .................................................................................................................................. 24
Home-based .......................................................................................................................... 24

32 days ................................................................................................................................ 25

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I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet

<table>
<thead>
<tr>
<th>Project title</th>
<th>Increasing trade capacities of selected value chains within the fisheries sector in Indonesia</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIDO Project ID</td>
<td>120110</td>
</tr>
<tr>
<td>Region</td>
<td>Asia</td>
</tr>
<tr>
<td>Country</td>
<td>Indonesia</td>
</tr>
<tr>
<td>Project donor(s)</td>
<td>SECO</td>
</tr>
<tr>
<td>Project approval date</td>
<td>February 2013</td>
</tr>
<tr>
<td>Project implementation start date</td>
<td>February 2014</td>
</tr>
<tr>
<td>Expected duration at project approval</td>
<td>5 years</td>
</tr>
<tr>
<td>Expected implementation end date</td>
<td>31 May 2019</td>
</tr>
<tr>
<td>Other executing Partners</td>
<td>n/a</td>
</tr>
<tr>
<td>Executing partners</td>
<td>n/a</td>
</tr>
<tr>
<td>Donor funding</td>
<td>USD 4.5 Million</td>
</tr>
<tr>
<td>Project approval date</td>
<td>n/a</td>
</tr>
<tr>
<td>UNIDO input (in kind, USD)</td>
<td>n/a</td>
</tr>
<tr>
<td>Co-financing:</td>
<td>n/a</td>
</tr>
<tr>
<td>Total project cost (USD)</td>
<td>USD 4.5 Million</td>
</tr>
<tr>
<td>Mid-term review date:</td>
<td>n/a</td>
</tr>
<tr>
<td>Planned terminal evaluation date</td>
<td>February 2019</td>
</tr>
</tbody>
</table>

(Source: Project document)

2. Project context

Programme background and preparation

The Programme originates in a request of the Indonesian government to UNIDO for assistance in strengthening the trade capacity of the fisheries sector. Within an 18-months preparatory assistance under UNIDO core budget funding, UNIDO conducted a comprehensive participatory needs’ assessment involving a wide range of stakeholders. The work focused on identifying the barriers that are preventing Indonesia from growing export volume and value for the seafood sector and identifying actions needed to overcome these barriers.

Programme identification and formulation also benefited from a comprehensive study of the Indonesian fishery export sector, which analyzed the value chains for selected Indonesian fisheries products and identified ways in which the overall chain could be re-configured and particular value chain activities

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1 Data in this chapter is to be validated by the Consultant against the project document and any changes should be reflected in the evaluation report.
enhanced. This work was undertaken with close involvement of all relevant stakeholders, in particular the private sector, and included in-depth research on the demand for fishery products, the supply side, and the existing policy framework. In support to this preparatory assistance, MMAF also conducted comprehensive sector studies for selected products (shrimp, tuna, catfish and seaweeds), which were also used as a basis to design this Programme.

This resulted in a tentative programme outline, which was submitted to the Swiss State Secretariat for Economic Affairs (SECO) for possible funding. Feed-back received was taken into account. A formulation mission with the purpose to translate the outline into a programme document was conducted in August 2010.

The Programme objective, its components and content are fully endorsed by key stakeholders from the private sector, relating ministries and academia.

Key challenges identified and proposed ways to address them include:

a. Policy level: A strategy to systematically develop the fishery export sector, while sustainably manage the available resource, is not yet in place. Developing a specific sector export strategy for fisheries products would serve as a basis for establishing enabling policies and an appropriate support infrastructure. Institutionalizing a coordinated and participatory approach to fisheries management based on a public/private partnership could serve as a framework to advocate for support from the government.

b. Supply side: Value added potential of fishery export products is not fully realized. A lack of appropriate technology and skills inhibits the shift from low value/high volume production to high value/high volume production. Weak vertical integration into supply chains, i.e. process raw material locally is one reason. Enhancing value added to export products at the company level would require business support services (meso level) in areas relevant to enhance value added (e.g. productivity, packaging, marketing).

c. Trade promotion in the sector need to be improved. A provision of fisheries specific trade support services (meso-level), including the facilitation of a systematic approach to market development through a key account strategy directed to main buyers in targeted markets, and coupled with the development of marketing/branding skills would allow for linking-up local producers with potential trading partners, based on clearly identified product IDs or requirements (trade corridor approach). This will further expand on SECO financed SIPPO activities which started in 2008 (see B 5.c).

d. Gaps in compliance services (testing, certification) result in rejections by importing countries, which in turn affect the reputation of Indonesian fishery products. Testing capacities are addressed by an on-going EU TSP II programme. National capacities to implement major certification schemes for sustainability standards required by customers (including certifications for sustainable use of maritime resources, social standards) are not yet available. There is also no suitable systematic traceability system in place, which is required for exports to all major markets, including the EU. National certification and traceability schemes are to be developed towards their international acceptance.

e. Lack of skilled labor prevents the private sector and the government to fully take advantage of the development potentials of the sector through a high-value added, international high-end market driven export development strategy. Upstream post graduate education tailored to the fisheries
sector, together with meso-level provision of training services for fisheries sector worker level would address this gap.

3. Programme objective:

The Programme aims at **strengthening selected value chains within the Indonesian fisheries export sector**. Through the development of sustainability certification schemes for the targeted export products/value chains, the programme encourages the sustainable use of maritime resources, thereby indirectly contributing to the preservation of biodiversity. This is done through increasing the value of exports by providing advice to the government on enacting policies for creating favorable framework conditions for exports, strengthening the supply side (improving competitiveness of products in terms of price and quality, enhancing compliance with international market requirements) and facilitating entry into global value chains.

The six main interventions of the programme are:

- **Component 1**: Institutionalize public-private sector dialogue in the fisheries sector through a participatory consultation mechanism (fisheries roundtable) to identify key challenges of fisheries exports for selected value chains and support the national stakeholders in drafting a related fisheries export strategy and action plan for consideration of the GoI.

- **Component 2**: Strengthen local business support services to exporting SMEs in selected fisheries and marine products value chains in order to improve product quality, compliance with mandatory and voluntary standards, productivity and value added to exports.

- **Component 3**: Development of educational programmes in productivity & innovation for fisheries.

- **Component 4**: Establish pilot traceability systems for fisheries- and other maritime products.

- **Component 5**: Support certification to sustainability standards for key markets.

- **Component 6**: Improve the promotion of Indonesian fisheries exports from selected value chains in key markets.

4. Project implementation arrangements

The estimated **duration of the Programme was 4.5 years** (including 6 months inception phase) with a **budget of USD 4'500'000** (including agency support costs).

**Executing agency**: The Programme was implemented by UNIDO in cooperation with the ITC for selected outputs. **UNIDO assumed the overall responsibility of implementation**.

**Government counterpart**: The direct counterpart was the MMAF. Selected outputs were coordinated with the MoT and MoI. The relationship with other agencies, institutions, STP and associations benefiting from the Programme were stipulated in Memoranda of Understandings (MoUs).

The Programme was **governed by a Steering Committee**, which included UNIDO, SECO and MMAF as voting members and selected other counterparts/beneficiaries as observers with consultative voice. The Steering Committee met twice a year in Jakarta.

The **UNIDO Office in Jakarta** oversaw the Programme and provides strategic support. Further, the UNIDO Office in Jakarta provided administrative support (including local disbursements and recruitments). The UNIDO Representative (UR) also facilitated coordination among UNIDO projects, including in the area of Cleaner Production and initiate monitoring site visits and contribute in the preparation of the periodic progress reports.
A Programme Manager (not funded by the project) assumed overall responsibility on behalf of UNIDO, supported by a project assistant (also not project funded).

A full-time National Chief Technical Advisor (CTA) based in Jakarta with a trade-related background and management experience coordinated technical inputs locally.

Coordination of project activities nationally was as much as possible delegated to a part-time National Programme Coordinator (NPC) with proven management skills who also received support from a full-time Programme Assistant.

The Embassy of Switzerland in Jakarta strategically monitored the Programme on behalf of SECO, assisted with coordination among Swiss-funded projects and represented the interests of the donor in the Steering Committee. Otherwise, SECO did not have an operational role in the Programme.

Periodic external Result-Oriented Monitoring (ROM) by a technical and evaluation expert provided the Steering Committee with a timely basis for decision making.

Inception phase: At the outset of the Programme, an inception phase of 6 months was planned, which aimed at finalizing programme preparation and establishing a detailed implementation plan. UNIDO was responsible for the following key outputs of the inception phase:

- Recruitment of permanent programme staff (JE, CTA, NPC, Programme Assistant); physical set-up of the Programme Support Unit.
- Final decision on selected value chains/product species and regions supported by the project.
- Demand/supply analysis for quality & productivity services, certification of sustainability standards in order to select services that would receive support; identify possible hosting institutions for the traceability system and bodies that could be accredited to certify sustainability standards.
- Detailed needs assessment of beneficiary institutions;
- Update the logical framework (including defining performance indicators and baseline data for each of the indicators).
- A detailed list of short-term experts to be hired under the Programme (including job descriptions, ToRs of assignment for each expert).
- A detailed implementation plan, including updated budgets and timeline;
- Institutional arrangements and agreements with counterparts and partner institutions; Define detailed programme governance and management structure/procedures (roles and responsibilities);
- Agreements with SIPPO and the Swiss Federal Institute of Intellectual Property (on how to coordinate inputs).

All of this was integrated in an inception report, which was submitted to the first Steering Committee Meeting for discussion and approval. The inception report was the basis to implement, monitor and evaluate the programme. Implementation plan and budgets and the logical framework were regularly updated prior to each Steering Committee Meeting.
5. Budget information: Table 1. Financing plan summary - Outcome breakdown

Original budget, excl. 10% support costs\(^2\)

<table>
<thead>
<tr>
<th>Project outcomes/components</th>
<th>Total (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Component 1</td>
<td>416,693</td>
</tr>
<tr>
<td>Component 2</td>
<td>462,033</td>
</tr>
<tr>
<td>Component 3</td>
<td>480,693</td>
</tr>
<tr>
<td>Component 4</td>
<td>234,561</td>
</tr>
<tr>
<td>Component 5</td>
<td>591,893</td>
</tr>
<tr>
<td>Component 6</td>
<td>350,595</td>
</tr>
<tr>
<td>Project management</td>
<td>1,248,113(^3)</td>
</tr>
<tr>
<td>Final Independent Evaluation</td>
<td>157,720</td>
</tr>
<tr>
<td>Direct Support Cost (@3%)</td>
<td>119,469</td>
</tr>
<tr>
<td>Total</td>
<td>4,061,770</td>
</tr>
</tbody>
</table>

Final Budget, excluding 10% support costs\(^4\)

<table>
<thead>
<tr>
<th>Project outcomes/components</th>
<th>Total (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Component 1</td>
<td>336,240.31</td>
</tr>
<tr>
<td>Component 2</td>
<td>588,188.01</td>
</tr>
<tr>
<td>Component 3</td>
<td>468,546.92</td>
</tr>
<tr>
<td>Component 4</td>
<td>378,124.85</td>
</tr>
<tr>
<td>Component 5</td>
<td>328,824.89</td>
</tr>
<tr>
<td>Component 6</td>
<td>460,021.03</td>
</tr>
<tr>
<td>Project management</td>
<td>957,469.06</td>
</tr>
<tr>
<td>Final Independent Evaluation</td>
<td>157,719.88</td>
</tr>
<tr>
<td>Direct Support Cost (@3%)</td>
<td>111,454.05</td>
</tr>
<tr>
<td>Total</td>
<td>3,786,589.00</td>
</tr>
</tbody>
</table>

\(^2\) Source: Original project budget as per the project document

\(^3\) Including a contingency budget of USD 281,837

\(^4\) Source: Latest budget as approved by the donor and the counterpart
II. Evaluation purpose and scope

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of future programmes and projects.

The evaluation has two specific objectives:

(i) Assess the programme performance in terms of relevance, effectiveness, efficiency, sustainability and progress to impact;

(ii) Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.

The independent terminal evaluation (TE) will cover the whole duration of the programme from its starting date in 1/3/2013 to the estimated completion date in 31/5/2019.

III. Evaluation approach and methodology

The TE will be conducted in accordance with the UNIDO Evaluation Policy\(^5\) and the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle\(^6\).

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

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

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

1. Data collection methods

Following are the main instruments for data collection:

(a) **Desk and literature review** of documents related to the project, including but not limited to:
   - The original project document, monitoring reports (such as progress and financial reports, mid-term review report, output reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
   - Notes from the meetings of committees involved in the project.

(b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussion. Key stakeholders to be interviewed include:
   - UNIDO Management and staff involved in the project; and
   - Representatives of donors and counterparts.

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(c) **Field visit** to project sites in Indonesia in order to meet with the project’s main counterparts and beneficiaries.

2. **Evaluation key questions and criteria**

The key evaluation questions are the following:

(a) What are the key drivers and barriers to achieve the long term objectives? To what extent has the project helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long term objectives?

(b) How well has the project performed? Has the project done the right things? Has the project done things right, with good value for money?

(c) What have been the project’s key results (outputs, outcome and impact, if possible)? To what extent have the expected results been achieved or are likely to be achieved against the project design? To what extent the achieved results will sustain after the completion of the project?

(d) What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?

The evaluation will assess the likelihood of sustainability of the project results after the project completion. The assessment will identify key risks (e.g. in terms of financial, socio-political, institutional and environmental risks) and explain how these risks may affect the continuation of results after the project ends. Table 1 below provides the key evaluation criteria to be assessed by the evaluation. The details questions to assess each evaluation criterion are in annex 2.

Table 1. Project evaluation criteria

<table>
<thead>
<tr>
<th>#</th>
<th>Evaluation criteria</th>
<th>Mandatory rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Impact (or progress toward impact)</td>
<td>Yes</td>
</tr>
<tr>
<td>B</td>
<td>Project design</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>• Overall design</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>• Logframe</td>
<td>Yes</td>
</tr>
<tr>
<td>C</td>
<td>Project performance</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>• Relevance</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>• Effectiveness</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>• Efficiency</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>• Sustainability of benefits</td>
<td>Yes</td>
</tr>
<tr>
<td>D</td>
<td>Cross-cutting performance criteria</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Gender mainstreaming</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>• M&amp;E:</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>✓ M&amp;E design</td>
<td></td>
</tr>
<tr>
<td></td>
<td>✓ M&amp;E implementation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Results-based Management (RBM)</td>
<td>Yes</td>
</tr>
<tr>
<td>E</td>
<td>Performance of partners</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• UNIDO</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>• National counterparts</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>• Donor</td>
<td>Yes</td>
</tr>
<tr>
<td>F</td>
<td>Overall assessment</td>
<td>Yes</td>
</tr>
</tbody>
</table>
3. Rating system

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Division uses a six-point rating system, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory) as per Table 2.

Table 2. Project rating criteria

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

IV. Evaluation process

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

i. Inception phase: The evaluation team leader will prepare the inception report providing details on the methodology for the evaluation and include an evaluation matrix with specific issues for the evaluation; the specific site visits will be determined during the inception phase.

ii. Desk review and data analysis;

iii. Interviews, survey and literature review;

iv. Field visits;

v. Data analysis and report writing.

V. Time schedule and deliverables

The evaluation is scheduled to take place from 8 October 2018 to 30 March 2019. The evaluation field mission to Indonesia is tentatively planned for February 2019. At the end of the field mission, there will be a presentation of the preliminary findings for all stakeholders involved in this project.

After the evaluation field mission, the evaluation team leader will visit UNIDO HQ for debriefing and presentation of the preliminary findings of the terminal evaluation. The draft TE report will be submitted to UNIDO 3 weeks after the end of the mission. The draft TE report is to be shared with the UNIDO IEV, UNIDO Project Manager, SECO and other stakeholders for comments and verification of factual and
interpretation errors. The TE leader is expected to revise the draft TE report based on the comments received, edit the language and form and submit the final version in accordance with UNIDO ODG/EVQ/IEV standards.

Table 3. Tentative schedule

<table>
<thead>
<tr>
<th>Timelines</th>
<th>Tasks</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 2019</td>
<td>Desk review and preparation of inception report. Briefing with UNIDO Project Manager and experts based in Vienna</td>
</tr>
<tr>
<td>February 24 to March 10</td>
<td>Field visits to Indonesia</td>
</tr>
<tr>
<td>March 18 /19</td>
<td>Debriefing in Vienna</td>
</tr>
<tr>
<td></td>
<td>Preparation of first draft evaluation report</td>
</tr>
<tr>
<td>March 31</td>
<td>Preparation of first draft evaluation report</td>
</tr>
<tr>
<td>April 12</td>
<td>Internal peer review of the report by the UNIDO ODG/EVQ/IEV and other stakeholders comments to draft evaluation report</td>
</tr>
<tr>
<td>April 19</td>
<td>Final evaluation report</td>
</tr>
</tbody>
</table>

VI. Evaluation team composition

The evaluation team will be composed of one international evaluation consultant acting as the team leader. The evaluation team will possess relevant strong experience and expertise on evaluation and on quality infrastructure. 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.

An evaluation manager from UNIDO ODG/EVQ/IEV will provide technical backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO Project Manager and national project teams will act as resourced persons and provide support to the evaluation team and the evaluation manager. The UNIDO Project Manager and the project team in Indonesia will provide logistical and administrative support the evaluation team to prepare for the field visits. The project team will provide a proposed list of stakeholders (e.g. government officials, private sector representatives and other relevant individuals) to the evaluation team who will make the final decision on who to consult. The project team will arrange the meetings and prepare field visit schedule for the evaluation team, following their request, prior to the field visit.

The evaluation team will maintain close liaison with the representatives of UNIDO, other UN agencies as well as with the concerned national agencies, and with national and international project staff. The evaluation team is free to discuss with the authorities concerned anything relevant to its assignment. However, it is not authorized to make any commitments on behalf of the Government, the donor or UNIDO.
VII. Reporting

Inception report

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 Team Leader will prepare, in collaboration with the team member, a short inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type of and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Manager.

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); division of work between the team leader and team members; mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable.

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

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

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

VIII. Quality assurance

All UNIDO evaluations are subject to quality assessments by UNIDO ODG/EVQ/IEV. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on

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7 The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by the UNIDO ODG/EVQ/IEV.
methodology and process of UNIDO ODG/EVQ/IEV, providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by UNIDO ODG/EVQ/IEV).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality, attached as Annex 4. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO ODG/EVQ/IEV should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO’s evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO ODG/EVQ/IEV, which will submit the report to the donor and circulate it within UNIDO together with a management response sheet.
Annex 1: Project Results Framework

The detailed Monitoring and Evaluation Plan, and Risk Assessment Plan, which were both developed and implemented for this project will be shared with the evaluation expert once recruited.

Below table is per the approved project document. However, some details of activities and outputs were reviewed and adjusted following the inception phase.

<table>
<thead>
<tr>
<th>SMART-Fish (120110) - CAUSAL CHAIN OF RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development Objective</strong></td>
</tr>
<tr>
<td>Contribute to strengthening the trade capacity of selected value chains within a sustainable Indonesian fisheries sector</td>
</tr>
<tr>
<td><strong>COMPONENT 1</strong></td>
</tr>
<tr>
<td>Institutionalize public-private sector dialogue in the fisheries sector. Through a participatory consultation mechanism (fisheries roundtable), identify key challenges of fisheries exports and draft a fisheries export strategy and action plan for consideration of the GoI, which incorporates aspects of sustainable use of maritime resources and safeguarding biodiversity.</td>
</tr>
<tr>
<td><strong>Outputs</strong></td>
</tr>
<tr>
<td>• Fishery Roundtables</td>
</tr>
<tr>
<td>• Advocacy workshops on selected topics relevant to sustainable and high-value added fisheries exports.</td>
</tr>
<tr>
<td>• Expert reports (specified below)</td>
</tr>
<tr>
<td>• Donor mapping (report)</td>
</tr>
<tr>
<td>• Draft strategy on sustainable fisheries exports.</td>
</tr>
<tr>
<td>1.1 8 fisheries roundtables with 30 – 50 representatives of main stakeholders (government, industry) in different parts of the country. UNIDO will provide international expertise in order to share experience from other countries.</td>
</tr>
<tr>
<td>1.2 Advocacy workshop for decision makers on how to mainstream poverty focus in the national fisheries development plan (vulnerable groups, income generation for rural poor, gender aspects).</td>
</tr>
<tr>
<td>1.3 Advocacy workshop for decision makers on sustainable management of fisheries resources and biodiversity.</td>
</tr>
<tr>
<td>1.4 Assessment of the sustainability risk for present national fisheries resources and its biodiversity (expert report and workshop).</td>
</tr>
<tr>
<td>1.5 Identification of good practice examples for sustainable fisheries resource management and linkages with development of high value added products (report, workshop).</td>
</tr>
<tr>
<td>1.6 Conduct mapping of existing national and donor-funded support programmes (report).</td>
</tr>
<tr>
<td>1.7 Identification of root causes of non-compliances with import regulations of key importing countries. Establish recommendation on how to address those problems.</td>
</tr>
<tr>
<td>1.8 Identify key challenges for the development of fisheries exports based on the summary of proceedings from the Fisheries roundtable (expert report).</td>
</tr>
</tbody>
</table>

---

8 As per the initial approved project document
1.9 Development of a national fisheries export strategy and an action plan for implementation.

## COMPONENT 2

**Strengthen local business support services to SMEs in the fisheries sector through the Quality & Productivity Center at the Universities of Fisheries**

### Outputs

Following international best practice an independent national accreditation body is established and internationally/regionally recognized.

- **2.1** Conduct a comprehensive market study (supply and demand for quality & productivity services for the fisheries sector in Indonesia).
- **2.2** Institutional assessment of Center; identify capacity building needs and propose ways on how to address them by the Programme.
- **2.3** Propose a sound business plan according to best practices in business planning prior to the establishment of the centre. This will be done during the inception phase. BOD of the centre and first Steering committee meeting to revise and approve business plan.
- **2.4** Technical upgrading of the center (equipment needed for training and service provision).
- **2.5** Awareness-raising, education, management development of the Center, with focus on fisheries products.
- **2.6** Conduct 50 pilot consulting projects and trainings (on quality and productivity) to be implemented by the center for the purpose of creating demand and capacity building.
- **2.7** Conduct 16 hands-on training activities on selected topics in different parts of Indonesia. Depending on the topic, the programme might provide external expertise.

## COMPONENT 3

**Development of a master’s level education in productivity & innovation for fisheries**

### Outputs

At least 4 professors have successfully completed in-depth training in teaching productivity & innovation for fisheries, curriculum established.

- **3.1** Design concept of course (including capacities and staff training needs) during inception phase (report with recommendations and work plan).
- **3.2** Provide in-depth training to at least 4 teachers (scholarship) at an internationally renowned university that offers training in the area of productivity & innovation for fisheries.
- **3.3** Establish the curriculum and teaching material (no printing)
- **3.4** Fund 8 fellowships (international professors) to teach selected courses in Indonesia.
- **3.5** Partially fund 20 internships for students of the Master Course in leading fish processing factories abroad (in order to familiarize them with best practices).
- **3.6** Pilot the master course, evaluate results, fine-tuning of curriculum.

## COMPONENT 4

**Establish and traceability system for fisheries- and other maritime products.**

### Outputs
Design and pilot implementation of an electronic catch-identification system (traceability), to be hosted by a (private sector) institution; system usable by illiterate fishermen.

4.1 Conduct study visits (12 staff of possible hosting institutions) to selected countries with well-established traceability systems.

4.2 Select institutions/associations that could host the database.

4.3 Establish traceability software that is usable by illiterate fishermen.

4.4 Conduct 20 traceability pilot projects for fish processing companies (through the Quality & Productivity Center).

### COMPONENT 5

**Build accredited certification capacities for sustainability schemes required by key clients**

**Outputs**

**Selected certification provider(s) are ready for accreditation.**

5.1 Assess demand (by import markets) and supply for major certification schemes (such as e.g. MS Council and others). Select schemes that are most relevant to exporters and where local certification in Indonesia is not yet available or not affordable for local SMEs.

5.2 Conduct awareness raising seminars on certification schemes identified in 5.1.

5.3 Identify host institutions (possible certification providers) and assess their technical and institutional capabilities to supply certification services on a technically and financially sustainable basis (in the form of a business plan).

5.4 Train 20 internationally certified auditors;

5.5 Conduct 20 pilot projects for the selected certification schemes.

5.6 Support 3 suitable institutions to get accredited for certification of the schemes.

### COMPONENT 6

**Improve the promotion Indonesian fisheries exports from selected value chains in key markets**

**Outputs**

- Staff trainings for NAFED in providing market information to exporting SMEs in the fisheries sector.
- Knowledge of buyer sourcing considerations among exporters is increased;
- Updated database at NAFED on export markets’ rules and regulation (standards, technical regulations etc.).
- Feasibility study on quality mark and/or geographical indications established; concept for quality mark elaborated.
- Skills for account mgmt developed
- At least 10 companies that have not yet exported before attend trade faires and/or other networking events.

6.1 Strengthen advisory services on exports’ market rules and regulations provided by NAFED (trainings for staff).

6.2 Capacity-building for export promotion bodies, chambers, associations in support to (potentially) exporting enterprises (specifically relating to fisheries exports), trainings to be implemented by NAFED, while the programme will fund experts.

6.3 Feasibility study and concept for a possible quality mark for Indonesian fisheries product.

6.4 Support awareness rising for implementation of the quality mark.
6.5 Support associations to prepare for participation in trade fares and/or other networking events (pilot activity in order to build capacities “selling” Indonesian products in developed markets; trial the implementation of the marketing strategy.

6.6 Awareness training for key account managers


The evaluation team will assess the project performance guided by the questions in the annex. It should be noted that these are the guiding questions. In the inception report, the evaluator will specify key issues and key questions for the evaluation to focus on.
Annex 3: Job descriptions

UNIVERSITY NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

Title: Independent Senior Evaluator, team leader

Main Duty Station and Location: Home-based

Missions: Missions to Vienna, Austria and Indonesia

Start of Contract (EOD): Jan 2019

End of Contract (COB): April 2019

Number of Working Days: 54 working days spread over the above mentioned period

1. ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Division (ODG/EIO/IED) 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. 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/EIO/IED 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 the terms of reference (TOR) for the terminal evaluation.

<table>
<thead>
<tr>
<th>MAIN DUTIES</th>
<th>Concrete/Measurable Outputs to be achieved</th>
<th>Working Days</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data), including the proposal for phase II of the project and the Global Quality and Standard</td>
<td>• Adjusted table of evaluation questions, depending on country specific context; • Draft list of stakeholders to interview during the field missions. • Identify issues and questions</td>
<td>8 days</td>
<td>Home-based</td>
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<tr>
<td>MAIN DUTIES</td>
<td>Concrete/ Measurable Outputs to be achieved</td>
<td>Working Days</td>
<td>Location</td>
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<tr>
<td>Programme (GQSP) which will include part of the phase II of this project. Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit. Determine key data to collect in the field and adjust the key data collection instrument if needed. In coordination with the project manager, the project management team and the national technical evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.</td>
<td>to be addressed by the local technical expert</td>
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</tr>
<tr>
<td>2. Prepare an inception report which streamlines the specific questions to address the key issues in the TOR, specific methods that will be used and data to collect in the field visits, confirm the evaluation methodology, draft theory of change, and tentative agenda for field work. Provide guidance to the national evaluator to prepare initial draft of output analysis and review technical inputs prepared by national evaluator, prior to field mission.</td>
<td>• Draft inception report including the theory of change (TOC) and Evaluation framework to submit to the Evaluation Manager for clearance. • Guidance to the national evaluator to prepare output analysis and technical reports</td>
<td>8 days</td>
<td>Home based</td>
</tr>
<tr>
<td>3. Interact with the UNIDO project manager and project team to reconstruct the TOCs of the project and Programme, with Independent Evaluation Division and other key stakeholders at UNIDO HQ (included is preparation of presentation). Discuss and validate the TOCs with project team and staff of the Standards and Quality Infrastructure Division</td>
<td>• TOCs reconstructed and validated with project team and staff of the Standards and Quality Infrastructure Division • Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning; • Tools for the national consultant to collect data</td>
<td>5 days</td>
<td>Vienna</td>
</tr>
<tr>
<td>MAIN DUTIES</td>
<td>Concrete/ Measurable Outputs to be achieved</td>
<td>Working Days</td>
<td>Location</td>
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<td></td>
<td>in the field</td>
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</tbody>
</table>
| 4. Conduct field mission to Indonesia in Feb 2019<sup>9</sup>. | • Conduct meetings with relevant project stakeholders, beneficiaries, etc. for the collection of data and clarifications;  
• Agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks;  
• Evaluation presentation of the evaluation’s preliminary findings, conclusions and recommendations to stakeholders in the country, at the end of the mission. | 14 days | Indonesia (specific project site to be identified at inception phase) |
| 5. Present overall findings and recommendations to the stakeholders at UNIDO HQ | • After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed. | 2 day | Vienna, Austria |
| 6. Prepare the evaluation report, with inputs from the National Consultant, according to the TOR;  
Coordinate the inputs from the National Consultant and combine with her/his own inputs into the draft evaluation report.  
Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments. | • Draft evaluation report. | 14 day | Home-based |
| 7. Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Division and stakeholders and edit the language and form of the final version according to UNIDO standards. | • Final evaluation report. | 3 day | Home-based |
| **TOTAL** | **54 days** |              |          |

<sup>9</sup> The exact mission dates will be decided in agreement with the Consultant, UNIDO HQ, and the country counterparts.
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 degree in environment, energy, engineering, development studies or related areas.

Technical and functional experience:
- Minimum of 15 years of experience in the field of evaluation, and knowledge of quality infrastructure is a plus;
- Knowledge and experience in developing Theory of Change and Complex System Thinking
- A minimum of ten years practical experience in the field of development at the international level involving technical cooperation in developing countries;
- Knowledge about UNIDO operational programs and strategies and about relevant UNIDO policies such as those on project life cycle, M&E, incremental costs, and fiduciary standards
- Experience in the evaluation of UNIDO activities an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Working experience in developing countries.

Languages:
Fluency in written and spoken English is required.

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.
Title: National evaluation consultant

Main Duty Station and Location: Home-based

Mission/s to: Travel to potential sites within Indonesia

Start of Contract: Feb 2019

End of Contract: 30 March 2019

Number of Working Days: 32 days spread over the above mentioned period

ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Division (ODG/EIO/IED) 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. 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/EIO/IED 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:

<table>
<thead>
<tr>
<th>MAIN DUTIES</th>
<th>Concrete/measurable outputs to be achieved</th>
<th>Expected duration</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desk review</td>
<td>Evaluation questions, questionnaires/interview guide, logic models adjusted to ensure understanding in the national context; A stakeholder mapping, in coordination with the project team.</td>
<td>4 days</td>
<td>Home-based</td>
</tr>
<tr>
<td>MAIN DUTIES</td>
<td>Concrete/measurable outputs to be achieved</td>
<td>Expected duration</td>
<td>Location</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>evaluation framework and Theory of Change in order to ensure their</td>
<td>• Report addressing technical issues and question previously identified with</td>
<td>6 days</td>
<td>Home-based</td>
</tr>
<tr>
<td>understanding in the local context.</td>
<td>the Team leader</td>
<td></td>
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<tr>
<td>Carry out preliminary analysis of pertaining technical issues determined</td>
<td>• Tables that present extent of achievement of project outputs</td>
<td></td>
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<tr>
<td>with the Team Leader.</td>
<td>• Brief analysis of conditions relevant to the project</td>
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<tr>
<td>In close coordination with the project staff team verify the extent of</td>
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<tr>
<td>achievement of project outputs prior to field visits.</td>
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<tr>
<td>Develop a brief analysis of key contextual conditions relevant to the</td>
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<td>project.</td>
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<tr>
<td>Coordinate the evaluation mission agenda, ensuring and setting up the</td>
<td>• Detailed evaluation schedule.</td>
<td>2 days</td>
<td>Home-based</td>
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<tr>
<td>required meetings with project partners and government counterparts, and</td>
<td>• List of stakeholders to interview during the field missions.</td>
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<td>organize and lead site visits, in close cooperation with project staff</td>
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<td>in the field.</td>
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<tr>
<td>Coordinate and conduct the field mission with the team leader in</td>
<td>• Presentations of the evaluation’s initial findings, draft conclusions and</td>
<td>12 days</td>
<td>In Indonesia</td>
</tr>
<tr>
<td>cooperation with the Project Management Unit, where required;</td>
<td>recommendations to stakeholders in the country at the end of the mission.</td>
<td>(including travel days)</td>
<td></td>
</tr>
<tr>
<td>Consult with the Team Leader on the structure and content of the</td>
<td>• Agreement with the Team Leader on the structure and content of the evaluation</td>
<td></td>
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<tr>
<td>Conduct the translation for the Team Leader, when needed.</td>
<td></td>
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<tr>
<td>Follow up with stakeholders regarding additional information promised</td>
<td>• Part of draft evaluation report prepared.</td>
<td>8 days</td>
<td>Home-based</td>
</tr>
<tr>
<td>during interviews</td>
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<tr>
<td>Prepare inputs to help fill in information and analysis gaps (mostly</td>
<td></td>
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<tr>
<td>related to technical issues) and to prepare of tables to be included in</td>
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<tr>
<td>the evaluation report as agreed with the Team Leader.</td>
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<tr>
<td>Revise the draft project evaluation report based on comments from UNIDO</td>
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<tr>
<td>Independent Evaluation Division and stakeholders and proof read the final</td>
<td></td>
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</tr>
</tbody>
</table>
MAIN DUTIES | Concrete/measurable outputs to be achieved | Expected duration | Location
--- | --- | --- | ---
version. |  |  | 

**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 development studies, economics or related areas.

**Technical and functional experience:**
- Excellent knowledge and competency in the field of quality infrastructure, value chain analysis, or Monitoring and Evaluation
- Evaluation experience, including evaluation of development cooperation in developing countries is an asset
- 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 and Bahasa is required.

**Absence of conflict of interest:**
According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Division.
Annex 4- Outline of an in-depth project evaluation report

Executive summary (maximum 5 pages)

- Evaluation purpose and methodology
- Key findings
- Conclusions and recommendations
- Project ratings
- Tabular overview of key findings – conclusions – recommendations

1. Introduction
   1.1. Evaluation objectives and scope
   1.2. Overview of the Project Context
   1.3. Overview of the Project
   1.4. Theory of Change
   1.5. Evaluation Methodology
   1.6. Limitations of the Evaluation

2. Project’s contribution to Development Results - Effectiveness and Impact
   2.1. Project’s achieved results and overall effectiveness
   2.2. Progress towards impact
      2.2.1. Behavioral change
         2.2.1.1. Economically competitive - Advancing economic competitiveness
         2.2.1.2. Environmentally sound – Safeguarding environment
         2.2.1.3. Socially inclusive – Creating shared prosperity
      2.2.2. Broader adoption
         2.2.2.1. Mainstreaming
         2.2.2.2. Replication
         2.2.2.3. Scaling-up

3. Project’s quality and performance
   3.1. Design
   3.2. Relevance
   3.3. Efficiency
   3.4. Sustainability
   3.5. Gender mainstreaming

4. Performance of Partners
   4.1. UNIDO
   4.2. National counterparts
   4.3. Donor

5. Factors facilitating or limiting the achievement of results
   5.1. Monitoring & evaluation
   5.2. Results-Based Management
   5.3. Other factors
   5.4. Overarching assessment and rating table

6. Conclusions, recommendations and lessons learned
   6.1. Conclusions
   6.2. Recommendations
   6.3. Lessons learned
   6.4. Good practices

Annexes (to be put online separately later)
- Evaluation Terms of Reference
- Evaluation framework
- List of documentation reviewed
- List of stakeholders consulted
- Project logframe/Theory of Change
- Primary data collection instruments: evaluation survey/questionnaire
- Statistical data from evaluation survey/questionnaire analysis
Annex 5: Checklist on evaluation report quality

Project Title:
UNIDO Project ID:
Evaluation team:
Quality review done by: Date:

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