



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

## **TERMS OF REFERENCE**

**Independent terminal evaluation of project**

# **Promotion of Industrial Energy Efficiency in Colombian Industries**

**UNIDO ID: 140122**

**GEF Project ID: 5828**

**February 2019**

## Contents

I. PROJECT BACKGROUND AND CONTEXT .....	3
1. Project factsheet .....	3
2. Project context.....	3
3. Project objective and expected outcomes .....	4
4. Project implementation arrangements .....	4
5. Main findings of the Mid-term review (MTR) .....	5
Conclusions.....	5
Recommendations .....	6
Actions for second part of the project .....	6
6. Budget information .....	6
II. Scope and purpose of the evaluation .....	8
III. Evaluation approach and methodology.....	9
1. Data collection methods.....	9
2. Evaluation key questions and criteria .....	9
3. Rating system.....	11
IV. Evaluation process .....	12
V. Time schedule and deliverables.....	12
VI. Evaluation team composition .....	12
VII. Reporting.....	13
VIII. Quality assurance .....	14
Annex 1: Project Logical Framework.....	15
Annex 2: Detailed questions to assess evaluation criteria .....	19
Annex 3: Job descriptions .....	19
Annex 4- Outline of an in-depth project evaluation report.....	30
Annex 5: Checklist on evaluation report quality .....	32
Annex 6: Guidance on integrating gender in evaluations of UNIDO projects and Projects .....	33
Table 1. Financing plan summary.....	6
Table 2. Financing plan summary - Outcome breakdown .....	7
Table 3. Co-Financing source breakdown .....	7
Table 4. UNIDO budget execution .....	8
Table 5. Project evaluation criteria.....	10
Table 6. Project rating criteria .....	11
Table 7. Major timelines .....	12

## I. PROJECT BACKGROUND AND CONTEXT

### 1. Project factsheet<sup>12</sup>

Project title	Promotion of Industrial Energy Efficiency in Colombian Industries
UNIDO ID	140122
GEF Project ID	5828
Region	Latin America and Caribbean (LAC)
Country(ies)	Colombia
Project donor(s)	GEF, Colombia
Project implementation start date	09 September 2015
Expected duration at project design	36 months
Expected implementation end date	30 June 2019
GEF Focal Areas and Operational Project	Climate Change CCM
Implementing agency(ies)	UNIDO
Executing Partners	Mining and Energy Planning Unit (UPME) Administrative Department for Science, Technology and Innovation (Colciencias)
Donor funding	USD \$ 1,692,500
Project GEF CEO endorsement / approval date	14 July 2015
UNIDO input (USD)	300,000 (in-kind) 60,000 (cash)
Co-financing at CEO Endorsement, as applicable	USD \$17,869,898
Total project cost (USD), excluding support costs and PPG	USD \$ 19,152,398
Mid-term review date	December 2017
Planned terminal evaluation date	1 April - 15 June 2019

(Source: Project document)

### 2. Project context

Energy intensity in the Colombian economy was of 0.380 barrels of oil equivalent (boe) per \$ 1,000. In 2011, energy consumption was 1,100,042Tj, with the industrial sector accounting for 25.1% of the national energy consumption (UPME 2012). In the industrial sector, representing about 25% of national energy consumption, significant energy saving opportunities have been identified. In an assessment of technical saving potentials, the main opportunities have been identified as follows: 25% savings for heat transfer, 27% for steam generation and 28% for motor systems. The subsectors with the mayors consumption are Food, Beverage and Tobacco; Cement and Chemicals.

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

In the past years, the Government entities which have promoted energy efficiency (EE) in industry have focused its effort on awareness raising and dissemination measures. Among the main measures and policies promoted by the Colombian Government: a) the ‘Programme for the Rational and Efficient Use of Energy’ (PROURE), which promotes the implementation of EE measures throughout the energy supply chain; b) the 2012 Colombian Low Carbon Development Strategy (CLCDS), which identifies that emission reductions in the industrial sector are a priority area; c) a national programme denominated "Comprehensive Energy Management System" (CEMS), established to raise awareness, train and disseminate Energy Management Systems (EnMS), and focusing on developing technical capacities; d) fiscal incentives established in the national fiscal policy (law no. 223 from 1995 and administrative amendments).

In this context UNIDO is providing technical assistance to the Mining and Energy Planning Unit (UPME) to support the adoption of energy efficiency measures in the industry sector. The project is to be financed by the Global Environment Facility (GEF), the national government, and the industry sector.

### **3. Project objective and expected outcomes**

The ultimate objective of the project is to strengthen the technical and financial capacities of relevant national stakeholders to enable the scale up of the energy efficiency measures which have been piloted by nationally-driven programmes. The project aims at producing energy savings and a positive effect on industry profitability and competitiveness, thus contributing to the national welfare. The EE economic benefits include the improvement of industry competitiveness due to a lower energy costs and a lesser exposure to volatile energy prices, thus helping the industry to have a better control of the production costs. A direct benefit obtained from the system optimization measures is the fact that the production lines undergo a review and run more efficiently, which will be translated into productivity gains too. Finally, a benefit associated with EE is the creation of a competitiveness culture within the companies, thus enhancing and improving the efficiency of every resource usage.

The project aims to achieve outcomes in four components, namely:

1. The national institutions develop the mandatory regulations, voluntary standards to support and M&V schemes to support the adoption of energy efficiency in industries
2. The development of industry specific capacities is promoted, establishing a cadre of highly specialized energy management experts from the public and private sectors; which are available as a long-term technical resource to industry and the country
3. Demonstrated and measured energy savings in industrial entities through application of system assessment techniques by trained experts, leveraging additional energy savings as more industrial facilities will seek the implementation of systems optimization
4. A national financing scheme for EE measures is designed and piloted

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

UNIDO is accountable to the GEF for the funds of this project and implements the project, in close consultation with the Mining and Energy Planning Unit (UPME), according to the established UNIDO’s rules and regulations, the applicable GEF requirements and the national laws. Furthermore, UNIDO maintains the oversight on the project implementation, manages the overall project budget, supervises the project execution, as well as organizes planned evaluations.

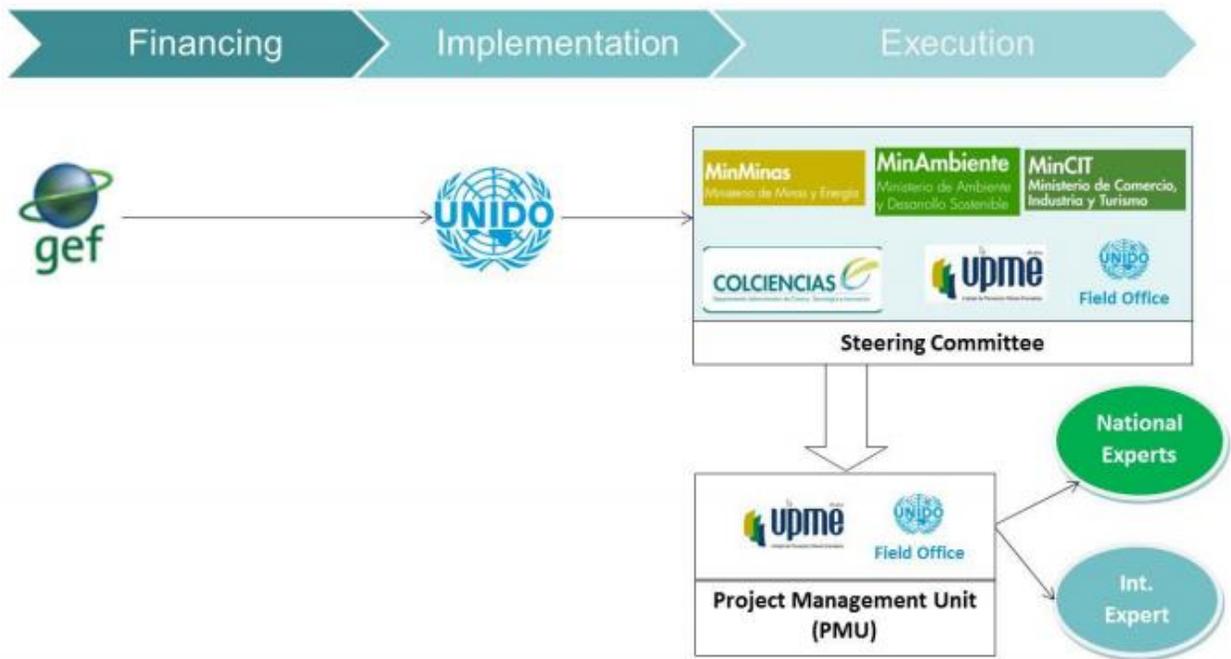
The overall responsibility for the project execution lies with (UPME). The UPME Director takes the role of the project’s administrator with the assistance of the Project Management Unit (PMU).

PMU is responsible for the administrative procedures, for the legal certification of internal documents and communication produced. The PMU is responsible for coordination with the other national and international activities in this field

Coordination among government agencies and the implementing agency is achieved through a National Steering Committee (NSC) which is chaired by UPME and UNIDO. The NSC provides the necessary guidance and coordination to the project implementation, and it invites members and experts for specific meetings.

Min-Ambiente - Ministry of Environment and Sustainable Development of Colombia (MADS) is GEF-OPF.

The structure for project execution is described in the figure below:



## 5. Main findings of the Mid-term review (MTR)

### Conclusions

The project is progressing in achieving its targets and the rate of progress has only been limited by specific execution aspects which have been addressed and corrected.

#### *Design*

Most project components have progressed in line with their design; however, component 4 has been revised over a period of time. All other components have been adequately designed, and can be executed as described in the project documents.

#### *Implementation*

Modifications in implementation have been incorporated to keep the project in line with the national and international development agenda.

## Recommendations

From a design perspective, the project scope remains relevant and modifications have been done to adjust the design to national policy and conditions.

The implementation is being undertaken in line with the work plan revisions approved by the Steering Committee.

## Actions for second part of the project

### *Corrective actions for execution*

The EnMS capacity building component has experienced a 6 month delay which could not be mitigated, as it is the critical path for project execution. The subsequent tasks are dependent of increased awareness and acquired managerial knowledge from component 2. Hence, a 6 month extension was initially sought, until March 2019. Taking into account the strong momentum gained by EnMS and ESO in FY 2018, also through the additional partnership between UNIDO and UPME to pilot Industrial Assessment Centres in three Colombian Universities, and the availability of still significant project funds, UNIDO together with UPME proposed to the Project Steering Committee in its meeting of 30 Nov 2018 to extend the project until 30 June 2019. The Project Steering Committee unanimously approved the extension.

The recommendation to expand the regional coverage of the project has been validated by the steering committee and it is under implementation. Precisely the EnMS capacity building programme activities have been carried out in the following regions:

1. Cúcuta
2. Bucaramanga
3. Sogamoso
4. Manizales
5. Pereira
6. Cali
7. Barranquilla
8. Bogotá

The energy system optimization (ESO) capacity building programme activities have covered the same regions plus

9. Medellín.

### *Communication and engagement*

The consultative committee recommendations on engagement shall be adopted including

- engage new stakeholders and
- periodical information bulletin on project progress, sent via email to all members
- gender awareness session for new project team members and all consultative committee representatives

## **6. Budget information**

Table 1. Financing plan summary

\$	<i>Project Preparation</i>	<i>Project</i>	<i>Total (\$)</i>
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Financing (GEF / others)	25,000	1,557,500	1,582,500
Co-financing (Cash and In-kind)	Click here to enter text.	17,569,898	17,569,898
<b>Total (\$)</b>	<b>25,000</b>	<b>19,127,398</b>	<b>19,152,398</b>

Source: Project document / progress report

Table 2. Financing plan summary - Outcome breakdown<sup>3</sup>

Project outcomes	Donor (GEF/other) (\$)	Co-Financing (\$)	Total (\$)
1. Standards and Technical Regulations	TA 190,000	450,000	<b>640,000</b>
2. Scale up the programme "Comprehensive Energy Management System" (CEMS) to national level (managerial and technical skills)	TA 345,000	900,000	<b>1,245,000</b>
	INV 200,000	2,000,000	<b>2,200,000</b>
3. Transfer of system optimization technologies	TA 300,000	739,898	<b>1,039,898</b>
	INV 250,000	2,500,000	<b>2,750,000</b>
	TA 87,500	180,000	<b>267,500</b>
4. Promotion of financial mechanism for investment promotion at enterprise level	TA 150,000	10,700,000	<b>10,850,000</b>
5. Monitoring and evaluation	TA 60,000	100,000	<b>160,000</b>
Project Management cost	110,000	300,000	<b>410,000</b>
<b>Total (\$)</b>	<b>1,692,500</b>	<b>17,869,898</b>	<b>19,562,398</b>

Source: Project document / progress report

Table 3. Co-Financing source breakdown

Name of Co-financier (source)	In-kind	Cash	Total Amount (\$)
Mining and Energy Planning Unit (UPME) <i>(National Government)</i>	40,000	4,600,000	<b>4,640,000</b>
Administrative Department for Science, Technology and Innovation (Colciencias) <i>(National Government)</i>	17,007		<b>17,007</b>

<sup>3</sup> Source: Project document.

Colombian Knowledge Network on Energy Efficiency (RECIEE) (National Government - academia)	97,789		<b>97,789</b>
Colombian Entrepreneurial Development Bank (Bancoldex) (Private sector)		12,725,102	<b>12,725,102</b>
International Copper Association (ICA) Latin America (Private sector)	30,000		<b>30,000</b>
UNIDO (GEF Agency)	300,000	60,000	<b>360,000</b>
<b>Total Co-financing (\$)</b>	<b>484,796</b>	<b>17,385,102</b>	<b>17,869,898</b>

Source : Project document

Table 4. UNIDO budget execution (Grant 2000003184, 2000003751)

Items of expenditure	2015	2016	2017	2018	2019	Total expend.	%/total
Contractual Services		159,161.1	23,904.88	120,839.57	13,270.95	<b>317,176.5</b>	<b>22,1 %</b>
Equipment	860.45	241.27		35,327.06		<b>36,428.78</b>	<b>2,6 %</b>
International Meetings		3,572.15	6,654.74		6,336.44	<b>16,563.33</b>	<b>1,2 %</b>
Local travel	295.85	17,018.37	30,036.46	71,271.7		<b>118,622.38</b>	<b>8,3 %</b>
Nat. Consult./Staff	8,309.08	73,343.16	91,640.33	266,570.18	85,983.42	<b>525,846.17</b>	<b>36,8 %</b>
Other Direct Costs	771.24	10,227.33	5,538.05	42,409.46	9,066.04	<b>68,012.12</b>	<b>4,8 %</b>
Premises	164.99			4,490.23		<b>4,655.22</b>	<b>0,3 %</b>
Staff & Intern Consultants	2,506.5	81,759.74	46,325.26	175,155.68	35,749.38	<b>341,496.56</b>	<b>23,8 %</b>
Train/Fellowship/Study		681.82				<b>681.82</b>	<b>0,1 %</b>
<b>Grand Total</b>	<b>12,908.11</b>	<b>348,020.94</b>	<b>206,116.72</b>	<b>718,081.88</b>	<b>152,425.23</b>	<b>1,429,482.88</b>	<b>100 %</b>

Source: UNIDO Project Management database as of 6<sup>th</sup> February 2019

## II. Scope and purpose of the evaluation

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date in 9/9/2015 to the estimated completion date in 30/6/2019.

The evaluation has two specific objectives:

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

- (ii) Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.
- (iii) Within the evaluation of project components 2 and 3, the evaluation will also assess the results and lessons learnt by the piloting of the UPME-UNIDO Industrial Assessment Centers (PEVI) programme.

### III. Evaluation approach and methodology

The TE will be conducted in accordance with the UNIDO Evaluation Policy<sup>4</sup> and the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle<sup>5</sup>. In addition, the GEF Guidelines for GEF Agencies in Conducting Terminal Evaluations, the GEF Monitoring and Evaluation Policy and the GEF Minimum Fiduciary Standards for GEF Implementing and Executing Agencies will be applied.

The evaluation will be carried out as an independent in-depth evaluation using a participatory approach whereby all key parties associated with the project will be informed and consulted throughout the evaluation. The evaluation team leader will liaise with the UNIDO Independent Evaluation Division (ODG/EIO/IED) 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, counterparts and stakeholders.
- (c) **Field visit** to project sites in Colombia.

#### 2. Evaluation key questions and criteria

The key evaluation questions are the following:

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

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

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

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

Table 5. Project evaluation criteria

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

### Performance of partners

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

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

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

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

- Need for follow-up:** e.g. in instances financial mismanagement, unintended negative impacts or risks.
- Materialization of co-financing:** e.g. the extent to which the expected co-financing materialized, whether co-financing was administered by the project management or by some other organization; whether and how shortfall or excess in co-financing affected project results.
- Environmental and Social Safeguards<sup>6</sup>:** appropriate environmental and social safeguards were addressed in the project’s design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder.

**3. Rating system**

In line with the practice adopted by many development agencies, the UNIDO 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 **Error! Reference source not found.**

Table 6. Project rating criteria

Score		Definition*	Category
6	Highly satisfactory	Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).	SATISFACTORY
5	Satisfactory	Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets).	
4	Moderately satisfactory	Level of achievement presents moderate shortcomings (50% - 69% achievement rate of planned expectations and targets).	
3	Moderately unsatisfactory	Level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets).	UNSATISFACTORY
2	Unsatisfactory	Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets).	
1	Highly unsatisfactory	Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets).	

<sup>6</sup> Refer to GEF/C.41/10/Rev.1 available at: [http://www.thegef.org/sites/default/files/council-meetingdocuments/C.41.10.Rev\\_1.Policy\\_on\\_Environmental\\_and\\_Social\\_Safeguards.Final%20of%20Nov%2018.pdf](http://www.thegef.org/sites/default/files/council-meetingdocuments/C.41.10.Rev_1.Policy_on_Environmental_and_Social_Safeguards.Final%20of%20Nov%2018.pdf)

#### IV. Evaluation process

The evaluation will be conducted from April to mid- June 2019. 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 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, taking into consideration the findings and recommendations of the mid-term review.
- ii. Desk review and data analysis;
- iii. Interviews, survey and literature review;
- iv. Country visits;
- v. Data analysis and report writing.

#### V. Time schedule and deliverables

The evaluation is scheduled to take place from April to mid-June 2019. The evaluation field mission is tentatively planned for May 2019. At the end of the field mission, there will be a presentation of the preliminary findings for all stakeholders involved in this project in Colombia. The tentative timelines are provided in **Error! Reference source not found..**

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

Table 7. Tentative timelines

Timelines	Tasks
April 2019	Desk review and writing of inception report
End of April 2019	Briefing with UNIDO project manager and the project team based in Vienna through Skype
May 2019	Field visit to Colombia (programme stakeholders and beneficiaries)
End of May 2019	Debriefing in Vienna Preparation of first draft evaluation report
June 2019	Internal peer review of the report by UNIDO's Independent Evaluation Division and other stakeholder comments to draft evaluation report
15th June 2019	Final evaluation report

#### VI. Evaluation team composition

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

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

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

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

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

## **VII. Reporting**

### **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 national consultant, a short inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type of and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation 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 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>7</sup>.

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

The draft report will be delivered to UNIDO’s Independent Evaluation Division (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’s Independent Evaluation Division 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.

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<sup>7</sup> The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by the UNIDO ODG/EVQ/IEV.

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

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

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

### **VIII. Quality assurance**

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

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 Independent Evaluation Division 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 Independent Evaluation Division, which will submit the final report to the GEF Evaluation Office and circulate it within UNIDO together with a management response sheet.

## Annex 1: Project Logical Framework

	Indicator	Baseline	Target at end of Project	Source of verification	Risk & Assumptions
<b>Project Objective:</b> Strengthen the technical and financial capacities of relevant stakeholders to enable the scale up of the EE measures which have been piloted by nationally driven programmes	A) Incremental direct CO <sub>2</sub> eq emission reductions (tons of CO <sub>2</sub> eq)	The emissions of industrial enterprises are 19,824kt CO <sub>2</sub> in 2014	Cumulative Direct emission reductions of 70kt CO <sub>2</sub> Cumulative post project direct emission reduction of 468 ktCO <sub>2</sub>	Validated energy savings from project reports	A1. Sustained and solid Government support to the project. A2. Industry drive for energy costs reduction and enhanced EE grows progressively stronger and widens. A3. Various international IEE technical cooperation programmes achieve good synergy and leverage of respective complementarities
	B) Incremental indirect CO <sub>2</sub> eq emission reductions (tons of CO <sub>2</sub> eq)		Indirect emission reduction of up to 2,100 ktCO <sub>2</sub>	Calculated emission reductions using the data from validated project reports and GEF GHG estimation tool for EE projects	
	C) Specific energy consumption of selected enterprises	The annual energy consumption of selected enterprises is of 51.92 PJ of fuel and 356.5 GWh power  (see assumptions and distribution of enterprises in Annex E)	Implementation of EnMS and systems optimization and operational improvements in enterprises lead to annual fuel savings of 1.81 PJ and power savings of 26.6 GWh	Validated energy savings from project reports	
<b>Outcome 1:</b> The national institutions develop the mandatory regulations, voluntary standards to support and M&V schemes to support the adoption of EE in industries	1) National technical regulations on EE for boilers are adopted	The existing draft regulation contemplates cumulative measures to improve operation of boilers and promotes the rational use of energy	A technical guide for selection of appropriate boilers and their energy efficient operation is available	records of revised/new regulations	Government-level support for incentives and other supporting measures for industrial EE
	2) number of stakeholders (female and male) aware of technical regulations and their implications	Workshop on boiler regulation was held in 2014 to policymakers but industries are unaware of its implications.	Stakeholders are aware of the existing regulation and all institutions in the Quality Infrastructure are engaged to facilitate their enforcement	Records of awareness raising seminars	Availability and willingness of stakeholders to receive training

	Indicator	Baseline	Target at end of Project	Source of verification	Risk & Assumptions
	3) number of stakeholders (female and male) who get certified under the new personnel certification schemes	There are a limited number of professional training programmes provided by national universities, but no accredited certification scheme	30 professionals get national certification as implementers of EnMS (sex disaggregated)	Records form accredited certification bodies	The national quality infrastructure (normalization and accreditation bodied and eligible certification bodies) fully engage sin the accreditation scheme
<b>Outcome 2:</b>  The development of industry specific capacities is promoted, establishing a cadre of highly specialized energy management experts from the public and private sectors; which are available as a long-term technical resource to industry and the country.	4) number of managers trained energy management	470 enterprises had their awareness raised by the SGIE project	200 enterprise managers and financial managers are trained (sex disaggregated)	Records of awareness raising seminars and training	Availability and willingness of stakeholders to receive training
	5) number of EE professionals trained at energy management implementer level	Number of graduates from diploma courses (46 females graduated from diploma course at national university, representing 21 % of graduates)	50 EE professionals received EnMS implementer level training (sex disaggregated, with at least 20% females)	Records of training programme	Availability and willingness of experts to receive training Commitment of trained experts to impart training Sufficient number of qualified females are available in the select technical area
	6) number of enterprises which develop and implement EnMS (female-led/ male led)	Development of energy management plans /energy characterization in 50 enterprises and adoption of EnMS in 12 enterprises under the SGIE projects	150 enterprises implement EnMS as a result of the practical training to EE trainees (% female/male-led enterprises)	Enterprises reports and site verifications	Willingness of enterprises involved in project to adopt EnMS
<b>Outcome 3:</b>  Demonstrated and measured energy savings in industrial entities through application of system assessment	7) Training materials available for all systems optimization training modules	No common training programme available to all Universities under the SGIE	A consolidated training plan is rolled out in all Universities under the National Network for EE	University curricula	Localization is adequate and reflects on the usual practice in Colombian industry

	Indicator	Baseline	Target at end of Project	Source of verification	Risk & Assumptions
techniques by trained experts, leveraging additional energy savings as more industrial facilities will seek the implementation of systems optimization	8) number of (female and male) EE professionals trained at energy system optimization implementer level	General training on system is given in some of the professional training course (8 hour session per diploma course)	75 EE professionals received energy systems optimization implementer level training (25 for each type of system: motors, steam and pumps) (sex disaggregated, with at least 20% females)	Records of training programme	Availability and willingness of stakeholders to receive training
	9) number of (female and male) industry staff with awareness raised on system optimization	No specific awareness raising campaigns in place	325 industry staff with awareness raised (sex disaggregated)	Records of training programme	Availability and willingness of stakeholders to receive training
	10) number of (female and male) supply chain partners with awareness raised on system optimization	No specific awareness raising campaigns in place for vendors	75 equipment vendors with awareness raised (25 for each type of system: motors, steam and pumps) (sex disaggregated)	Records of training programme	Availability and willingness of stakeholders to receive training
	11) number of enterprises (female led /male led) which complete in depth assessment	34 feasibility studies to adopt upgrading projects were developed (technology assessments rather than system assessments) under the OPEN project	45 enterprises conduct detailed energy assessments (% female/male-led enterprises)	Enterprises reports and site verifications	Willingness of enterprises involved in project to invest in SO improvements
	12) number of enterprises that report through the newly established M&V system	There is currently no M&V system	45 selected enterprises which conduct detailed energy assessments adopt M&V system (% female/male-led enterprises)	Enterprises reports and site verifications	Willingness of enterprises to disclose information and follow through the M&V process

	<b>Indicator</b>	<b>Baseline</b>	<b>Target at end of Project</b>	<b>Source of verification</b>	<b>Risk &amp; Assumptions</b>
<b>Outcome 4:</b>  A national financing scheme for EE measures is designed and piloted	13) sectorial feasibility studies for EE investment	Sectorial assessment conducted by national banks for the building and hotels sectors	Studies for the 3 most promising industrial subsectors (winning sectors) are completed and contain social/gender dimension	Project reports	The selected subsectors are considered as promising by Financial Institutions
	14) new instruments for quick financial evaluation investment mechanisms are designed	No dedicated evaluation tools are available. Bancoldex, under the IADB project has designed a technical validation mechanism which requires detailed technical assessments	New instrument is available	Project reports	Financial Institutions are willing to adopt the instrument

**Annex 2: Detailed questions to assess evaluation criteria: See Annex 2 of the UNIDO Evaluation Manual**

**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 Colombia
<b>Start of Contract (EOD):</b>	1 <sup>st</sup> April 2019
<b>End of Contract (COB):</b>	15 <sup>th</sup> June 2019
<b>Number of Working Days:</b>	40 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.

<b>MAIN DUTIES</b>	<b>Concrete/ Measurable Outputs to be achieved</b>	<b>Working Days</b>	<b>Location</b>
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MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<p>1. Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data).</p> <p>Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit.</p> <p>Determine key data to collect in the field and adjust the key data collection instrument if needed.</p> <p>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.</p>	<ul style="list-style-type: none"> <li>• Adjusted table of evaluation questions, depending on country specific context;</li> <li>• Draft list of stakeholders to interview during the field missions.</li> <li>• Identify issues and questions to be addressed by the local technical expert</li> </ul>	6 days	Home-based
<p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> <li>• Draft theory of change and Evaluation framework to submit to the Evaluation Manager for clearance.</li> <li>• Guidance to the national evaluator to prepare output analysis and technical reports</li> </ul>	5 days	Home based
<p>3. Briefing with the UNIDO Independent Evaluation Division, project managers and other key stakeholders at UNIDO HQ (included is preparation of presentation).</p>	<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>	2 day	Through skype

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
4. Conduct field mission Colombia in 2019 <sup>8</sup> .	<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	Colombia (specific project site to be identified at inception phase)
5. 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>	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.	<ul style="list-style-type: none"> <li>• Draft evaluation report.</li> </ul>	10 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.	<ul style="list-style-type: none"> <li>• Final evaluation report.</li> </ul>	3 day	Home-based

<sup>8</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
	TOTAL	40 days	

#### REQUIRED COMPETENCIES

##### **Core values:**

1. Integrity
2. Professionalism
3. Respect for diversity

##### **Managerial competencies (as applicable):**

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

##### **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

#### MINIMUM ORGANIZATIONAL REQUIREMENTS

##### **Education:**

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

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

- Minimum of 8 years' experience in evaluation of development and/or energy projects and programmes
- Good knowledge in the fields of climate change and energy, including working knowledge of industrial energy efficiency
- Knowledge about GEF operational programs, strategies and relevant GEF policies, as well as of UNIDO activities is 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.

Fluency in spoken Spanish

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 Colombia
<b>Start of Contract:</b>	1 <sup>st</sup> April 2019
<b>End of Contract:</b>	15 <sup>th</sup> June 2019
<b>Number of Working Days:</b>	40 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:

<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, determine key data to collect in the	Evaluation questions, questionnaires/interview guide, logic models adjusted to ensure understanding in the national context; A stakeholder mapping, in	6 days	Home-based

<b><u>MAIN DUTIES</u></b>	<b>Concrete/measurable outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
<p>field and prepare key instruments in English (questionnaires, logic models);</p> <p>If need be, recommend adjustments to the evaluation framework and Theory of Change in order to ensure their understanding in the local context.</p>	<p>coordination with the project team.</p>		
<p>Carry out preliminary analysis of pertaining technical issues determined with the Team Leader.</p> <p>In close coordination with the project staff team verify the extent of achievement of project outputs prior to field visits.</p> <p>Develop a brief analysis of key contextual conditions relevant to the project</p>	<ul style="list-style-type: none"> <li>• Report addressing technical issues and question previously identified with the Team leader</li> <li>• Tables that present extent of achievement of project outputs</li> <li>• Brief analysis of conditions relevant to the project</li> </ul>	7 days	Home-based
<p>Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, in close cooperation with project staff in the field.</p>	<ul style="list-style-type: none"> <li>• Detailed evaluation schedule.</li> <li>• List of stakeholders to interview during the field missions.</li> </ul>	3 days	Home-based
<p>Coordinate and conduct the field mission with the team leader in cooperation with the Project Management Unit, where required;</p> <p>Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p> <p>Conduct the translation for the Team Leader, when needed.</p>	<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>	14 days (including travel days)	In Colombia
<p>Follow up with stakeholders regarding additional information promised during interviews</p> <p>Prepare inputs to help fill in information and analysis gaps (mostly related to technical issues) and to prepare of tables to be included in the evaluation report as agreed with the Team Leader.</p>	<ul style="list-style-type: none"> <li>• Part of draft evaluation report prepared.</li> </ul>	10 days	Home-based

<b><u>MAIN DUTIES</u></b>	<b>Concrete/measurable outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Division and stakeholders and proof read the final version.			
<b>TOTAL</b>		<b>40 days</b>	

### **REQUIRED COMPETENCIES**

***Core values:***

1. Integrity
2. Professionalism
3. Respect for diversity

***Managerial competencies (as applicable):***

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

***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

### **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:**

- Excellent knowledge and competency in the field of industrial energy efficiency
- Minimum of 8 years of experience in evaluation, 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 Spanish 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.



**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

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

<b>Title:</b>	Technical expert- Evaluation team member
<b>Main Duty Station and Location:</b>	Home-based
<b>Mission/s to:</b>	Travel to potential sites within Colombia
<b>Start of Contract:</b>	1 <sup>st</sup> April 2019
<b>End of Contract:</b>	15 <sup>th</sup> June 2019
<b>Number of Working Days:</b>	21 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 technical expert/ 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, determine key data to collect in the field and prepare key instruments in English	Evaluation questions, questionnaires/interview guide, logic models adjusted to ensure understanding in the national context; A stakeholder mapping, in coordination with the project	2 days	Home-based

<b><u>MAIN DUTIES</u></b>	<b>Concrete/measurable outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
(questionnaires, logic models);  If need be, recommend adjustments to the evaluation framework and Theory of Change in order to ensure their understanding in the local context.	team.		
Carry out preliminary analysis of pertaining technical issues determined with the Team Leader.  In close coordination with the project staff team verify the extent of achievement of project outputs prior to field visits.  Develop a brief analysis of key contextual conditions relevant to the project	<ul style="list-style-type: none"> <li>• Report addressing technical issues and question previously identified with the Team leader</li> <li>• Tables that present extent of achievement of project outputs</li> <li>• Brief analysis of conditions relevant to the project</li> </ul>	4 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.	<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>	10 days	In Colombia
Follow up with stakeholders regarding additional information promised during interviews  Prepare inputs to help fill in information and analysis gaps (mostly related to technical issues) and to prepare of tables to be included in the evaluation report 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.	<ul style="list-style-type: none"> <li>• Part of draft evaluation report prepared.</li> </ul>	5 days	Home-based
<b>TOTAL</b>		<b>21 days</b>	

## 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:**

- Excellent knowledge and competency in the field of industrial energy efficiency
- Minimum of 8 years of relevant experience in energy, environment and evaluation of development cooperation 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 Spanish 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 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?