TERMS OF REFERENCE

Independent Thematic Evaluation

UNIDO Field Network

Office of Evaluation and Internal Oversight
Independent Evaluation Division (ODG/EIO/IED)

2 May 2019
I. Background and context

Policy background

Since the adoption of the Lima Declaration (GC.15/Res.1), UNIDO has been focusing its efforts on the implementation of the mandate to support its Member States towards enhanced inclusive and sustainable industrial development (ISID).

In this context, and to optimize the efficiency and effectiveness of UNIDO’s technical assistance, the need for a strengthened Field Office network was reaffirmed. A field policy action plan\(^1\) was prepared based on various recommendations, decisions and documents of the Organization providing guidance in this context. These include the proposal to streamline and rationalize measures for the field network. The field policy action plan was presented to the sixteenth session of the UNIDO General Conference (GC.16/6) and included the following guiding principles and strategic objectives:

(a) Ensuring the effective and efficient utilization of resources;
(b) Ensuring a continued presence in Member States within the existing UNIDO representation; and
(c) Further ensuring that UNIDO is positioned optimally to contribute to the implementation of the 2030 Agenda on Sustainable Development.

The Operationalization of the field policy action plan paved the way for rethinking of the Field network, reflected in the Terms of Reference (TOR) for UNIDO Field Offices\(^2\). The TOR for UNIDO Field Offices are in line with the new Secretariat Structure (DGB/2018/02) established in 2018, placing Field Offices under the overall responsibility of the Department of Programmes, Partnerships and Field Integration (PPF), in the Directorate of the Programme for Technical Cooperation (PTC).

The Terms of Reference for UNIDO Field Offices recall the updated Medium-term Programme Framework (MTPF) 2018-2021, which prioritizes closer collaboration between UNIDO Headquarters and Field Offices to contribute to the integration and scaling-up of results\(^3\) and calls on the Field network to support closer integration with UNIDO technical departments, as well as greater overall internal coordination.

The role of UNIDO Field Offices at the country and regional levels includes partnerships with other United Nations entities within existing UN system mechanisms at country and regional level. This should enable adaptation to the ongoing United Nations reform\(^4\) which highlights the need to work collaboratively, build on the strengths of each entity, and collectively support the implementation of 2030 Agenda for Sustainable Development. One of the assignments of field offices is the monitoring of country programmes and UNIDO operations at country-level, including, the Partnership Country Programmes (PCPs), introduced since 2015, as an enhanced mechanism for delivering UNIDO support to member states. In addition, field offices are responsible for ensuring active participation in UN system activities within the countries under their responsibility.

\(^1\) Operationalization of the field policy action plan, IDB.44/7-PBC.32/7, 2016
\(^2\) Director General’s Bulletin, Terms of Reference for UNIDO Field Offices, DGB/2018/07, 22 March 2018
\(^3\) Medium-term programme framework, 2018-2021 IDB.45/8/add.2
UN Reform

In May 2018, the General Assembly adopted resolution 72/279 on the “Repositioning of the United Nations Development System”, initiating a comprehensive UN reform process to better support countries in achieving the 2030 Agenda. A timeframe of two to four years is expected for the full set of changes to take effect.

UNIDO is an active member of the United Nations Sustainable Development Group (UNSDG) and fully committed to supporting the UN reform process. The Organization participates in and contributes to a wide range of development initiatives at the global, regional and country level. UNIDO takes part in the United Nations Country Teams (UNCTs) and under the leadership of the Resident Coordinator (RC) participates in Heads of Agency meetings responsible for overall oversight and policy decisions on joint endeavors. However, the UN Reform foresees reduced UN Country Teams with a limited number of UN agencies and programmes focusing the UN work in a country on key priorities while entrusting UNCTs with enhanced responsibilities and functions. In the future, it is expected that UNCTs and UNDAFs will play a more important role for the work of individual agencies. It is in this context that the UNIDO field presence will be facing new challenges and opportunities during the period of UN reform roll-out.

The first edition of the UNIDO Field Handbook provides an overview of and specific guidelines for the representation role of UNIDO in the field and the engagement of UNIDO with the UN System.

UNIDO and inclusive and sustainable industrial development (ISID)

ISID is UNIDO’s vision for achieving increased levels of industrialization in developing countries and economies in transition, in line with the Sustainable Development Goals. It is based on the recognition by Member States that poverty eradication “[...] can only be achieved through strong, inclusive, sustainable and resilient economic and industrial growth and the effective integration of the economic, social and environmental dimensions of sustainable development”.

UNIDO’s mandate for ISID is anchored within the internationally agreed 2030 Agenda. Of the 17 SDGs that comprise this agenda, Goal 9: “... build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation” is, inter alia, especially relevant to UNIDO’s work. It recognizes that the industrial sector can serve as a primary engine not only for job creation and economic growth, but also for technology transfer, investment flows and skills development. In addition to Goal 9, UNIDO’s mandate for ISID aligns with many other SDGs, including those related to poverty eradication (SDG 1), job creation (SDG 8), access to clean and affordable energy (SDG 7) and gender equality (SDG 5), among others.

II. UNIDO Field Network

What is the UNIDO Field Network?

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5 United Nations General Assembly, A/RES/72/279, Resolution adopted by the General Assembly on 31 May 2108
7 Field Handbook, First Edition 2018
UNIDO’s Field Offices (FOs) are under the overall responsibility of the Department of Programmes, Partnerships and Field Integration (PTC/PPF) of the Directorate of Programme Development and Technical Cooperation.

As per IDB.44/7 Operationalization of the field policy action plan:

“Under the new field architecture, the regional hubs will assume greater responsibilities and will guide most of the country offices headed by senior national Professional staff in the region. The new country offices headed by senior national Professional staff, will in turn have a greater ability to be fully integrated into the UNIDO field architecture. The new country offices will be responsible for:

- Building and maintaining relations with the host country as the UNIDO representative;
- Undertaking close monitoring of programmes, initiatives and developments;
- Ensuring representation and participation in United Nations Country Teams and related activities;
- Maintaining close cooperation with donors, development partners and stakeholders; and
- Maintaining close linkages with Headquarters for coherence and alignment.

In addition, regular information sharing between the country and regional offices on key programmatic initiatives will help create better synergies for the mandate of inclusive and sustainable development in the region. Noting the currently budgeted capacities of regional offices; country offices headed by senior national Professional staff will report to the Regional Offices, which will then report to the Regional Division at Headquarters, while the country offices headed by international Professional staff will report directly to the Regional Divisions. Therefore, under the new field structure, it is expected that the Regional Divisions at Headquarters will also have increased oversight of the region.”

The FOs are further responsible for identifying national development and donor funding priorities in the countries and regions of coverage, and supporting the formulation and monitoring of technical cooperation projects and programmes, in collaboration with the relevant technical departments and other appropriate organizational entities.

The FOs are also responsible for coordinating and reporting on UNIDO activities in their countries of coverage, and providing inputs to the development of regional strategies and policies. They actively participate in, and contribute to, national and regional activities that strengthen United Nations system-wide coherence.

**Structure of the UNIDO Field Network**

Currently, the UNIDO field network comprises five (5) Regional Hubs, four (4) Regional Offices and thirty-eight (38) Country Offices. Regional Hubs are headed by a UNIDO Representative (UR) at the D1 level. Regional and some Country Offices are headed by a UNIDO Representative at the P5 level, and some Country Offices are headed by a UNIDO Country Representative (UCR) at the NOD level.

**Human resources of the field network**

UNIDO FOs are staffed with professionals and administrative personnel. In many cases, the offices also host part or all of the UNIDO project personnel in a country.
The staffing of international professional staff is governed by the “UNIDO Field Mobility Policy” (UNIDO/DGB/(M).97; 21 April 2006 and DBG(M).97/Amend.1; 27 May 2010). The management of human resources of the field offices is a task carried out by different departments of UNIDO, including the CMO/HRM and PTC/PPF (for fixed term staff), and the technical departments of PTC for project personnel.

III. Evaluation objectives, scope, methodology, key questions and process

As approved by the UNIDO Executive Board in January 2019, the Independent Evaluation work programme 2019 includes a thematic independent evaluation of UNIDO’s Field Network. The evaluation will be undertaken within the framework of the UNIDO Evaluation Policy.

The purpose of the independent thematic evaluation of the UNIDO Field Network is to assess the status and challenges of the UNIDO Field network and to review the extent to which, and under which conditions, the UNIDO field presence in its different modes, is adding value and contributing to more effective and impactful UNIDO operations. The evaluation will also look at how Field Network support countries, under their auspices, in their efforts to implement development agendas and their efforts to implement ISID and the 2030 Agenda for SDGs.

The context of the ongoing UN reform at the field level will be assessed with the aim to gain a better understanding of upcoming challenges and scenarios to be considered by the Organization in the changing UN context.

A. Evaluation objectives

This independent evaluation will provide evidence and inform UNIDO management and stakeholders in relation to the following main objectives:

1. To assess the relevance and effectiveness of UNIDO Field Network in relation to UNIDO’s ISID mandate and global 2030 Agenda of the UN;
2. To assess the pros and cons of the structure and different types of field representation in relation to achieving its expected results;
3. To assess whether the expected roles and responsibilities of the field network, vis-à-vis the capacities and resources provide, are being fulfilled and conducive to the achievement and contribution to the expected results;
4. To inform on possible ways forward, in the context of the on-going UN reform, to mainstream UNIDO’s interventions;
5. To draw lessons and generate findings and recommendations to support UNIDO in strengthening its Field Network with the aim to improve its performance and impact.

This evaluation will be a forward-looking assessment with a view to contribute and support achieving UNIDO’s strategic objectives and identify areas for possible improvement.

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B. Evaluation scope

The evaluation will encompass:

- The UNIDO field network framework (policies, strategies, roles and responsibilities, and processes related to its operation);
- The UNIDO field network (48 field offices, including regional hubs, regional offices and country offices) as well as the four focal points.
- The evaluation will cover the field network operations over the period 2013 to 2018.

During the inception phase, the assessment of the limitations and/or re-scoping of the evaluation will be conducted accordingly, taking into consideration a deeper analysis of data and documents available. Any adjustment of the scope of the evaluation will be cleared by the Office of Evaluation and Internal Oversight.

C. Evaluation criteria and key evaluation questions

The evaluation will be carried out as an independent thematic evaluation using a participatory approach whereby key stakeholders will be regularly consulted and engaged throughout the evaluation process.

The participatory approach will not only allow to widely capture views and perspectives of all parties, but will enable a strong ownership of the recommendations of the evaluation, and a strong take up and implementation of those recommendations, and thus ensure a comprehensive learning process for UNIDO and its Member States.

The overarching key question for this evaluation is: “To what extent is the UNIDO Field Network fit for purpose in the current UNIDO and UN (reform) context for enhancing the impact and contribution of UNIDO to the 2030 Agenda?”

The evaluation criteria will be applied in terms of relevance, effectiveness, contribution to long-term change/impact, efficiency, sustainability and coherence, for which specific evaluation questions will be developed in the inception phase of the evaluation.

The use of a Theory of Change (ToC) will also be considered to link the different elements and conditions, and to show where and how the UNIDO field network plays a role (or is expected to) within the operationalization of UNIDO’s mandate and strategy.

Cross cutting issues will be considered, such as the extent to which youth and gender mainstreaming has been addressed within the field network and its operations.

Learning from comparing or benchmarking with other (or similar) UN Agencies’ field networks will also be considered with a view to identifying good practices or possible synergies.

The preliminary overarching evaluation questions to be considered are:

- Alignment with country/regional-level coordination mechanisms:
  - What are the challenges and opportunities within the context of the ongoing UN reform and of the UN Resident Coordinator system, which calls increased
coherence at the country-level, clear alignment with national development priorities, enhanced policy level engagement and contribution, as well as increased cash contributions from Agencies to support the RC programme?

- How does UNIDO’s field network add value to UNIDO’s contribution to the UN development system at country level? What are the benefits of the UNCT to UNIDO?

- **Coherence and Corporate identity:**
  - To what extent are the coordination, communication, execution and reporting mechanisms between HQ and FO (field network, field representation, project staff) effective and efficient? This refers to the mechanisms for programming operational activities at the country-level to ensure consistency with UNIDO’s own industrial development agenda, specially ISID and the response to SDG 9. What is the results-orientation of UNIDO’s field-level activities?
  - To what extent all UNIDO Field Offices exhibit the same core values and consistent approach for promoting industrial development across the board?
  - How does the field network add value to UNIDO’s corporate image?
  - How do PCPs and the field network interact? Are there any key issues to be considered for strategic organizational coherence?
  - How UNIDO FOs effectively contribute to collective results of the UNCT as defined in UNSDP (UNDAFs)?
  - How can TC projects and field based project staff contribute to UNIDO overall enhanced coherence and corporate identity at the field level, with mutual support to/from the field network?

- **Functions of the network:**
  - To what extent are the roles and responsibilities of the network defined, communicated, understood and in place? What are the required capacities of field offices in the conduct of their stated functions?
  - What is the value-added of the field network? Are there differences in role/value-addition between the various types of UNIDO country office (regional hub, regional office, country office, focal point)?
  - Are the roles and responsibilities still relevant in the current setting, given the UN reform and national priorities for industrial development?
  - How do the different types of UNIDO representation contribute to UNIDO’s overall mission in the country? What are the differences, if any?
  - Is there a clear relationship (strategic, operational, programmatic, results reporting, inter alia) between the field network and HQ? What types of relationships can be ascertained?
  - To what extent is the country level know-how of the field network being systematically reported and utilized to inform UNIDO-wide strategy and policy making?

- **Capacity of the Network**
  - To what extent are the human and financial resources of the FO network adequately managed? Are the capacities/resources of the field network suitable to discharge their role?
To what extent the new field structure is reflected in resource planning, e.g. for the new regional hubs and their additional functions?
To what extent are the resources invested in FOs effectively used by UNIDO?
To what extent is the capacity of the UNIDO field network assessed?

D. Evaluation methodology

Evaluation instruments for data collection and analysis. The evaluation will use 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.

Following are the main instruments for data collection and analysis:

1. **Desk review of documents and database** including policy and operational guidance documents related to UNIDO field network, as well as relevant past country level evaluations, UNIDO MTPF, field progress and monitoring reports, etc.
2. **Stakeholder consultations.** These will be conducted through structured and semi-structured interviews and focus group discussion. A stakeholder mapping will be conducted in order to identify key stakeholders, followed by a sampling strategy in order to capture the views of key stakeholders. Key stakeholders to be interviewed may include:
   a. UNIDO Management and staff of departments and divisions involved in the operations, management and supervision of the field network, PTC departments and Donors relations (HQ and Field);
   b. Representatives of Permanent Missions in Vienna
   c. Representatives of Government and partner institutions in the field
   d. Others, as relevant
3. **Country case studies**: a limited number of field offices will be visited, in order to get real-cases and evidence to validate findings and conclusions of the assessment of the operations and challenges of the field network.
4. **Survey(s)**. Electronic surveys would be undertaken to collect a variety of perspectives and information from different types of stakeholders as needed.
5. **SWOT analysis**: A SWOT analysis will be considered as a key analytical tool to frame and scope the evaluation.

Stocktaking from past reviews/evaluations

Next to any available and related documentation (as listed in Annex 1) with regard to the Field Network, the evaluation will also follow-up and take into account previous reviews and evaluations, including:

- UNIDO Field Office Performance (2013),
- Independent Mid-Term Evaluation of UNIDO’s Programe for Country Partnership (PCP) (2017),
- Thematic Review of UNIDO Operations Integration (2018),
- Recent Country Evaluations (e.g. Nigeria, Colombia, India)
- Internal audit recommendations concerning field office, issued from 2015 to 2018
Which have raised the areas for possible improvement that are included in the evaluation questions in Section III.c.

E. Evaluation process and deliverables

The evaluation will be conducted from April to September 2019. The evaluation will be implemented in five phases, which are not strictly sequential, but in many cases interactive, conducted in parallel and partly overlapping:

i. Inception phase (April-May 2019)
ii. Desk review and data analysis (May – September 2019)
iii. Interviews, focus groups, surveys (June-July 2019)
iv. Field visits to selected Field Offices (June-July 2019)
v. Preliminary findings, conclusion and recommendations (July-August 2019)
vi. Draft report, validation, and final report (August - September 2019)

IV. Evaluation team

This evaluation will be conducted by a team of two independent international evaluation consultants, one or two evaluation officers from EIO/IED, and with the support of national evaluation consultants (one in each case country). The evaluation will be conducted under the overall guidance of the Director of the Office of Evaluation and Internal Oversight (ODG/EIO). The evaluation team will be composed of high-level and senior evaluators who have in-depth knowledge of evaluation and results-based management. The evaluation team will possess relevant experience and skills on evaluation management, coupled with strong expertise and experiences in the area of conceptual development for socio-economic development programmes in the context of the UN development agenda and field operations. The respective Job Descriptions are presented in Annex 2.

According to UNIDO Evaluation Policy, members of an evaluation team must not have been directly responsible for the policy-setting, design or overall management of the subject of evaluation (nor expect to be so in the near future).

V. Quality assurance

All UNIDO evaluations are subject to quality assessments by the UNIDO Independent Evaluation Division. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process), providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report, and ensuring the draft report is factual validated by stakeholders).
The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The draft and final terminal evaluation report are reviewed by the UNIDO Office of Evaluation and Internal Oversight and will be disseminated within UNIDO together with a management response sheet; to member states; and made it publicly available in UNIDO evaluation website.

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Annexes:

- Annex 1. List of Documents related to UNIDO Field Network
- Annex 2. Job Descriptions (team leader, international team members and nationals)
- Annex 3. Checklist of evaluation report quality
Annex 1. Preliminary list of documents

- Lima Declaration: Towards inclusive and sustainable industrial development (15th Session of UNIDO General Conference, Lima, Peru, 2 December 2013)
- Operationalization of the field policy action plan, IDB.44/7-PBC.32/7, 9 May 2016
- Updated medium-term programme framework for the period 2018-2021, IDB.45/8-PBC.33/8, 9 March 2017
- Medium-term programme framework, 2018-2021, IDB.45/8/Add.2, 12 May 2017
- Guidance for the assessment of the UNIDO Field representation performance, May 2018
- Field Handbook First Edition 2018

- DGB(M).97/Amend.1, Field mobility policy (27 May 2010)
- DGB/(O).122, Integration of field operations and offices in the Programme Development and Technical Cooperation Division (PTC) (5 November 2010)
- DGB/2014/01, UNIDO Secretariat Structure 2014 (30 June 2014)
- DGB/2014/01/Amend.2, UNIDO Secretariat Structure 2015 (8 May 2015)
- DGB/2016/01/Amend.1, UNIDO Secretariat Structure 2016 (17 February 2016)
- DGB/2018/07, Terms of Reference for UNIDO Field Offices (22 March 2018)
- DGB/2019/08, UNIDO Policy on Partnerships for Industrial Development (8 April 2019)
- AI/2018/01, UNIDO Guidelines on the Programme for Country Partnership

- Process Evaluation, UNIDO’s Field Mobility Policy (2010)
- Independent thematic evaluation, ITPO Network (2010)
- Independent Thematic Evaluation, UNIDO Field Office Performance (2013)
- Independent Thematic Evaluation, UNIDO’s Partnerships with Donors (2017)
- Independent Mid-term Evaluation, UNIDO’s Programme for Country Partnership (PCP)
- Summary of Internal audit recommendations concerning field office, issued from 2015 to 2018 (Excel report)
Annex 2. Job Descriptions

UNIVERSAL NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Job description

**Post title:** International Evaluation Consultant (Team Leader)

**Duration:** 40 days over period 15 April to 30 September 2019

**Duty station / missions:** Home-based; UNIDO HQ, Vienna; field missions

**Duties of the consultant:** The Senior International Evaluation Consultant will lead an evaluation team comprising an international evaluator, 2 UNIDO evaluation team members and selected national evaluation consultants in the conduct of the independent thematic evaluation of UNIDO’s Field Network. Additional details on the background to this assignment are given in the evaluation TOR. More specifically the Evaluation Team Leader is responsible for the duties and deliverables given in the table below:

<table>
<thead>
<tr>
<th>Duties</th>
<th>Duration (work days)</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Desk review of relevant documents related to UNIDO’s Field Network</td>
<td>5 days (Home base)</td>
<td>Analytical overview of available documents; Evaluation questions.</td>
</tr>
<tr>
<td>o Desk review of relevant documents related to the Repositioning of the UN Development System (UN Reform) as well as strategic documents outlining UNIDO’s development policy and approach to industrial development</td>
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<tr>
<td>o Assignment of tasks and guidance of team members</td>
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</tr>
<tr>
<td>o Preparation of the inception report based on the desk review, including an evaluation matrix and evaluation work plan, and tools (interview guidelines, survey)</td>
<td>6 day (Home base)</td>
<td>Inception report including proposed evaluation methodology, tools, matrix and work plan.</td>
</tr>
<tr>
<td>o Briefings with UNIDO Independent Evaluation Division</td>
<td>4 days (Vienna)</td>
<td>Information collected and analyzed, in line with the evaluation questions developed in the ToR and Evaluation Matrix developed during the inception phase.</td>
</tr>
<tr>
<td>Duties</td>
<td>Duration (work days)</td>
<td>Deliverables</td>
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</table>
| Field Mission(s) to Field Offices (to be determined)  
  - Carry out meetings and interviews with stakeholders  
  - draft case studies from each field office visited | 12 days (Field Mission) | As per evaluation work plan from the inception phase. |
| Debriefing at UNIDO HQ, Vienna  
  - Presentation of preliminary findings, conclusions and recommendations | 3 days (Vienna) | Presentation of preliminary findings.  
  Information and findings analyzed for evaluation report. |
| Drafting of evaluation report  
  - Further data and results analysis  
  - Consolidation of the Draft evaluation report  
  - Collecting feedback and incorporate comments received in the report  
  - Consolidate final report. | 10 days (Home base) | Report chapters and sub-chapters including conclusions, recommendations and lessons learned.  
  Preparation of Executive Summary and 1-2 pages brief from the evaluation. |

**Total**: 40 days

**Qualifications:**

- Advanced university degree in a field related to development studies, economics, public administration, business administration
- More than 15 years of development evaluation experience.
- Have an in-depth knowledge of evaluation of development projects/programmes
- Have proven practical experience in evaluating high-level and strategic issues with a range of UN and international development agencies;
- Good knowledge of UNIDO activities and working experience within the UN system;
- Experience/knowledge in managing evaluations and evaluation teams.
- Excellent analytical and drafting skills

**Languages:** English.

**Impartiality:** According to UNIDO rules, the consultant must not have been involved in the policy-setting, design or overall management of the subject of evaluation (nor expect to be so in the near future).
**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

**Job description**

**Post title:** International Evaluation Consultant (2 positions)

**Duration:** 23 days over period 15 April to 30 September 2019

**Duty station / missions:** Home-based; UNIDO HQ, Vienna; field missions

**Duties of the consultant:** Under the leadership of the team leader, and in collaboration with the UNIDO evaluation team members, the International Evaluation Consultant will participate in the Thematic Independent Evaluation of UNIDO’s Field Network based on the already prepared detailed TOR and the duties and deliverables given in the table below.

<table>
<thead>
<tr>
<th>Duties</th>
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<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desk review of relevant documents related to UNIDO’s Field Network.</td>
<td>5 days</td>
<td>Analytical overview of available documents.</td>
</tr>
<tr>
<td>Desk review of relevant documents related to the Repositioning of the</td>
<td>(Home base)</td>
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<tr>
<td>UN Development System (UN Reform) as well as strategic documents</td>
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<tr>
<td>outlining UNIDO’s development policy and approach to industrial</td>
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<td></td>
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<tr>
<td>development</td>
<td></td>
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<tr>
<td>Provide inputs for the inception report, including evaluation approach</td>
<td>2 days</td>
<td>Inputs and comments to the inception report.</td>
</tr>
<tr>
<td>and tools</td>
<td>(Home base)</td>
<td></td>
</tr>
<tr>
<td>Briefings with UNIDO Independent Evaluation Division</td>
<td>4 days</td>
<td>Information collected and analyzed, in line with the evaluation questions in the Evaluation Matrix.</td>
</tr>
<tr>
<td>Conduct interviews with key stakeholders at UNIDO HQ</td>
<td>(Vienna)</td>
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</tr>
<tr>
<td>Preparation of field mission(s)</td>
<td></td>
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</tr>
<tr>
<td>Field Mission(s) to Field Offices (to be determined)</td>
<td>5 days</td>
<td>As per evaluation work plan from the inception phase.</td>
</tr>
<tr>
<td>Carry out meetings and interviews with stakeholders, evaluation team</td>
<td>(Field Mission)</td>
<td></td>
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<tr>
<td>meetings</td>
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9 The job description does also apply to UNIDO Evaluation staff in the role of evaluation team member
<table>
<thead>
<tr>
<th>Duties</th>
<th>Duration (work days)</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Conduct data and results analysis for use in drafting the evaluation report</td>
<td>7 days (Home base)</td>
<td>report, including conclusions and relevant annexes. Incorporation of comments received.</td>
</tr>
<tr>
<td>o Prepare assigned sections of the draft evaluation report</td>
<td></td>
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</tr>
<tr>
<td>o incorporate and feedback comments received</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Prepare assigned sections of the evaluation report</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>23 days</td>
<td></td>
</tr>
</tbody>
</table>

**Qualifications:**

- Advanced university degree in a field related to development studies, economics, public administration, business administration
- More than 10 years in managing and/or conducting evaluations
- Have an in-depth knowledge of evaluation of development projects/programmes
- Have proven practical experience in evaluating high-level and strategic issues with a range of UN and international development agencies;
- Good knowledge of UNIDO activities and working experience within the UN system;
- Excellent analytical and drafting skills.

**Languages:** English and French and/or Spanish.

**Impartiality:** According to UNIDO rules, the consultant must not have been involved in the policy-setting, design or overall management of the subject of evaluation (nor expect to be so in the near future).
**UNUNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

**Job description**

Post title: National Evaluation Consultant (Team Member)

Duration: 15 days over period June to July 2019

Duty station / missions: Home-based

Duties of the consultant: Under the leadership of the team leader, and in collaboration with the UNIDO evaluation team members, the National Evaluation Consultant will participate in the Thematic Independent Evaluation of UNIDO’s Field Network based on the detailed TOR and the duties and deliverables given in the table below.

<table>
<thead>
<tr>
<th>Duties</th>
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<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>o Desk review of relevant documents related to UNIDO’s Field Network.</td>
<td>3 days</td>
<td>Analytical overview of available documents.</td>
</tr>
<tr>
<td>o Desk review of relevant documents related to the Repositioning of the UN Development System (UN Reform) as well as strategic documents outlining UNIDO’s development policy and approach to industrial development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>In coordination with national and field stakeholders to support the preparation of field mission(s) in his/her country</td>
<td>3 days</td>
<td>Field mission prepared</td>
</tr>
<tr>
<td>Participate in the Field Mission of the international team members.</td>
<td>5 days</td>
<td>As per evaluation work plan from the inception phase.</td>
</tr>
<tr>
<td>Providing inputs to the drafting of evaluation report, Prepare assigned sections of the evaluation report</td>
<td>4 days</td>
<td>Contribution to evaluation report.</td>
</tr>
<tr>
<td>Total</td>
<td>15 days</td>
<td></td>
</tr>
</tbody>
</table>

Qualifications:
- Advanced university degree in a field related to development studies, economics, public administration, business administration
- Minimum of 5 years' experience on project/programme or evaluation
- Knowledge of UNIDO is an asset
- Excellent analytical and drafting skills.

**Languages:** English / French / Spanish (depending on country)

**Impartiality:** According to UNIDO rules, the consultant must not have been involved in the policy-setting, design or overall management of the subject of evaluation (nor expect to be so in the near future).
## Annex 3. Checklist of evaluation report quality

**Independent Thematic Evaluation**  
**UNIDO’s Field Network**

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

**Rating system for quality of evaluation reports:** A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess = 0.

Executive summary
- Must provide a synopsis of the storyline which includes the main evaluation findings and recommendations
- Must present strengths and weaknesses of the project
- Must be self-explanatory and should be maximum 3-4 pages in length

I. Evaluation objectives, methodology and process
- Information on the evaluation: why, when, by whom, etc.
- Scope and objectives of the evaluation, main questions to be addressed
- Information sources and availability of information
- Methodological remarks, limitations encountered and validity of the findings

II. Evaluation findings

1. Overall Assessment of the UNIDO Field Network
   - Relevance, Effectiveness, Impact, Efficiency (or as per criteria agreed in the inception phase)

2. Case Studies
   - Learning from the different country cases / Field Office scenarios

III. Conclusions, recommendations and lessons learned
   A. Conclusions
   B. Recommendations
   C. Lessons learned

Annexes should include the evaluation TOR, list of interviewees, documents reviewed, case studies, and any other detailed quantitative information. Dissident views or management responses to the evaluation findings may later be appended in an annex.