



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of project

Stimulating industrial competitiveness through biomass-based, grid-connected electricity generation

UNIDO ID: 100288

GEF Project ID: 4747

August 2019

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I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet¹²

Project title	Stimulating industrial competitiveness through biomass-based, grid-connected electricity generation
UNIDO ID	100288
GEF Project ID	4747
Region	LAC
Country(ies)	Dominican Republic
Project donor(s)	GEF
Project implementation start date	1 st January 2014
Expected duration	48 months
Expected implementation end date	27 th January 2020
GEF Focal Areas and Operational Project	CCM - 3
Implementing agency(ies)	UNIDO
Executing Partners	National Energy Commission (CNE), National Council for Free Trade Zones (CNZFE), Santiago Free Trade Zone Corporation (CZFIS)
UNIDO contribution (USD)	USD 60,000
Donor funding	USD 1,300,000
Project GEF CEO endorsement / approval date	October 2013
Co-financing at CEO Endorsement, as applicable	USD 7,620,000
Total project cost (USD), excluding support costs and PPG	USD 8,920,000
Planned terminal evaluation date	October – December 2019

(Source: Project document)

2. Project context

The Dominican Republic has enjoyed strong economic growth in recent years, averaging 5.1 percent annually between 2008 and 2018, the second highest in LAC. The pace accelerated to an average of 6.6 percent per year between 2014 and 2018 -- and 7 percent in 2018, fueled by robust domestic demand. It was the fastest-growing LAC economy over that five-year period.

¹ Data to be validated by the Consultant

Within the country, the energy sector is characterized by a heavy reliance on imported fossil fuels and among the highest energy costs for industrial end-users in the region. Rising oil prices and the increase in energy demand quadrupled the cost of oil imports between 1997 and 2007. Since the constitution of the National Energy Committee (CNE) in 2001, progress is made towards diversifying the national energy mix with support from bilateral organizations, including the World Bank.

Investment in renewable energy technologies (RETs) is encouraged, among others, by Law 57-07 (2007), which establishes financial benefits and tax exemptions. In June 2011, the CNE approved regulation allowing net metering, which opens possibilities for small-scale generators. However, end-users still face frequent power outages and high energy costs. The technical and commercial losses in the distribution system are well above the average for Latin America.

In line with the National Energy Plan, CNE has entered into an agreement with the National Council for Free Trade Zones - CNZFE (the supervising body for the free zone sector) to address the critical energy situation in the industrial free zones (IZFs). The conservation of employment is a top priority at the highest political level, and a more effective use of energy will contribute to maintain competitiveness. Decentralized electricity and heat generation based on renewable energy sources are thereby recognized as valuable options to reduce energy costs and improve reliability of the electricity supply.

The baseline project aims at exploring the opportunities to secure electricity supply and reduce energy costs for IFZs by investing in small power plants for electricity production, possibly combined with heat generation.

3. Project objective and expected outcomes

The project aims to promote the implementation of decentralized, biomass-based energy production in industrial free zones in the Dominican Republic with the aim of reducing GHG emissions, while contributing to their competitiveness.

The industrial free zones look more actively into opportunities for energy self-supply. The Santiago Free Zone goes one step further, by also considering a renewable energy source (biomass) to reduce its dependence on imported fossil fuels with fluctuating but increasing prices. Notwithstanding increased awareness, a list of barriers need to be overcome to prevent these from affecting the development of the Santiago biomass project, and hampering the wider application of biomass energy technology for power generation in the country. Among the main ones:

- Policy: despite the National Energy Plan 2004-2015 and the Law 57-07 providing the high-level policy framework for promoting decentralized power generation and renewable energy technologies in the country, here is still need to strengthen the policy and regulatory framework to support developers of small-scale, decentralized renewable energy systems. In addition, renewable energies (specifically biomass-based power plants) may benefit from more specific regulation with respect to nuisance and environmental impact, including particle emissions and water usage;
- Technology: related in particular to the lack of experience with the design and operation of decentralized energy systems in the Dominican Republic and biomass technology for electricity generation in particular. A successful power plant operating would therefore be a significant step towards demonstrating technical and commercial feasibility;
- Business skills and delivery model: lack of consensus between CZFIS and the hosted companies with regard in particular to the necessary model to be adopted to secure the supply of biomass;
- Information: even though awareness among industries and industrial free zones about the cost of electricity has increased since the PIF design phase in 2011 (especially in free zones such as Santiago, which are directly

affected by the supply deficit on the wholesale market), there is still a general lack of knowledge about the opportunities for introducing RETs in industry;

- **Finance:** the financial risks associated with new electricity generating plants are considered high; by consequence new power plants do not materialize to match the increasing demand. For biomass plants, the lack of acquaintance with the technology, the lack of a track record and perceived concerns about the sustainability of the biomass supply add to this risk profile.

To overcome these barriers, the project is structured in four different components (PCs) with the related outcomes, namely:

- **PC 1: Policy support for decentralized, biomass-based energy generation**
 - o **Outcome 1:** The policy and regulatory environment conducive to decentralized, biomass-based power and heat generation has been strengthened
 - Output 1.1: National and municipal regulation for decentralized biomass-based power generation (environmental impact, nuisance, and water use) has been reviewed, amended and streamlined;
 - Output 1.2: Proposals for financial incentives to stimulate decentralized, renewable energy technologies have been prepared and submitted to the Government for approval;
 - Output 1.3: Existing information sources on the biomass potential in the national territory have been validated and integrated;
 - Output 1.4: Sustainable biomass sourcing strategies have been developed in coordination with rural development programmes in the Santiago region.
- **PC 2: Demonstration of proven biomass technology for electricity generation**
 - o **Outcome 2:** A biomass-based electric power plant (envisaged capacity 3 MW) has been adopted by the Santiago Industrial Free Zone
 - Output 2.1: A detailed feasibility study for the development of an envisaged 3 MW decentralized, biomass-based electricity plant at the Santiago Free Zone has been carried out;
 - Output 2.2: Supportive studies and technical designs have been prepared, and permits and concessions obtained;
 - Output 2.3: Staff from Santiago and other industrial free zones have received training on technical and managerial aspects of small-scale biomass plants;
 - Output 2.4: The envisaged 3 MW biomass-based electric power plant has been procured and made operational under an appropriate business model.
- **PC 3: Supportive activities for training, promotion and dissemination**
 - o **Outcome 3:** Awareness for the concept and benefits of biomass power generation has been raised among relevant stakeholders
 - Output 3.1: A communication plan has been prepared to interact with civil society organizations and the general public on the topic of sustainable biomass sourcing;
 - Output 3.2: Operational experience and best practices from the Santiago demonstration plant have been compiled;
 - Output 3.3: Promotional activities including technical seminars, dissemination events, and drafting of technical manuals and guidelines, have been carried out.
- **PC 4: Monitoring & Evaluation**
 - o **Outcome 4:** A monitoring plan has been prepared and implemented in coordination with UNIDO
 - Output 4.1: A monitoring plan (that also covers monitoring of competing uses of biomass) has been designed and agreed upon during the Project's inception phase;
 - Output 4.2: Project progress on defined indicators and compliance with UNIDO guidelines (including gender) is being monitored;

Output 4.3: A mid-term review and terminal evaluation have been conducted.

4. Project implementation arrangements

The Project will be implemented directly by UNIDO in Vienna. The responsibility for the Project’s execution lies with the CNE, the CNZFE and CZFIS.

CNE will designate a person who will act as the National Project Director (NPD) and who will be hosted by CNE in Santo Domingo.

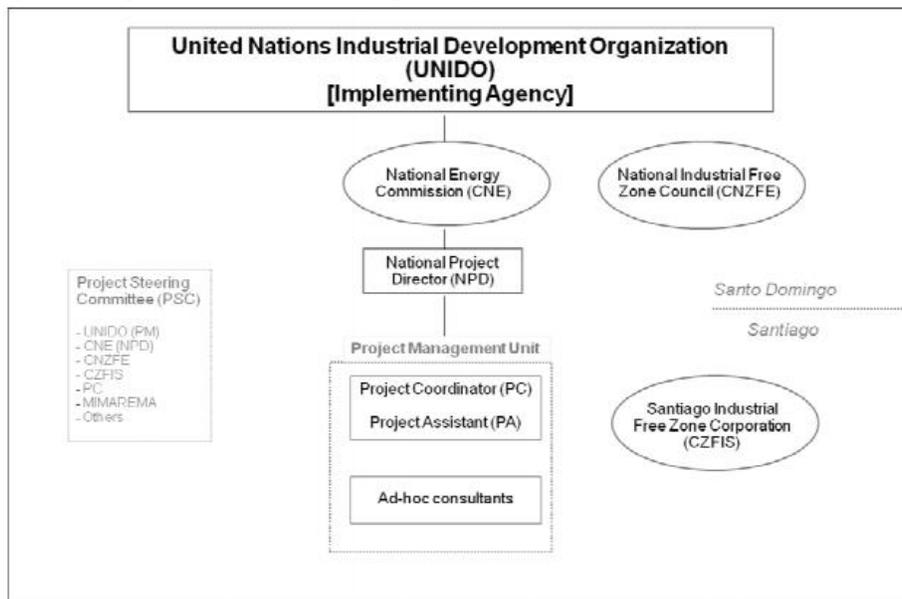
The NPD will be responsible for assuring that the project is represented on the national level and that all communications are channeled correctly between the relevant (governmental) actors. For daily management and coordination of project activities, a project management unit (PMU) will be set up.

This PMU will have a national Project Coordinator (PC), who will be responsible for the day-to-day management and supervision of the project, including technical aspects of the project and the coordination of contracting (national consultants, sub-contracts) and monitoring activities.

The PC (duty station: Santiago) will be supported by a Project Assistant (PA), which will be hired using co-financing resources (CNE). Both persons (PC and PA) will be based in Santiago. All PMU members will be national consultants (Dominican Republic), unless otherwise agreed. The PMU will be assisted by national and international consultants conforming to the TORs for specific assignments. CNE, CNZFE and CZFIS will provide in-kind support (office, communication, transport, local staff as established in the Budget and Procurement Plan).

The Project will establish a Steering Committee (PSC) as the highest decision-making authority, the preliminary composition of which is as follows: (1) Representative of UNIDO; (2) Representative of CNE; (3) Representative of CNZFE; (4) Representative of CZFIS; (5) Project Coordinator; (6) Representative of MIMAREMA. The Steering Committee will be chaired by the Project Coordinator and convoked on a semestrial basis. If considered necessary, UNIDO and CNE can request extraordinary meetings of the Steering Committee. The responsibilities of the Steering Committee include: (i) revision and approval for annual work plans; (ii) revision and approval of annual GEF reporting (PIRs); (iii) revision and approval of annual budgets; (iv) monitoring of Project progress; and (v) guidance on strategic issues and activities.

The project management structure as designed is provided in **Error! Reference source not found..**



5. Budget information

Table 1. Financing plan summary - Outcome breakdown³

Project outcomes	Donor (GEF/other) (\$)	Co-Financing (\$)	Total (\$)
PC 1: Policy support for decentralized, biomass-based electricity generation	287,000	437,000	724,000
PC 2: Demonstration of proven biomass technology for electricity generation	735,000	6,685,000	7,420,000
PC 3: Supportive activities for training, promotion and dissemination	113,000	120,000	233,000
PC 4: Monitoring and evaluation	50,000	80,000	130,000
Total (\$)	1,185,000	7,322,000	8,507,000

Source: Project document / progress report

Table 2. Co-Financing source breakdown

Name of Co-financier (source)	In-kind	Cash	Total Amount (\$)
National Energy Commission – CNE (National Government)	475,000		475,000
National Council for Free Trade Zones - CNZFE (National Government)	400,000		400,000
Santiago Free Trade Zone Corporation – CZFIS (Others)	210,000	2,100,000 4,375,000 (hard loan)	6,685,000
UNIDO (GEF Agency)		60,000	60,000
Total Co-financing (\$)	1,085,000	6,535,000	7,620,000

Source : Project document

Table 3. UNIDO budget execution (Grant 2000002548)

Items of expenditure	2014	2015	2016	2017	2018	2019	Total expend.	%/total
Contractual Services		44,809.4	397.6	166,002	-2,180.1	-19,277	189,751.9	27,8%
Equipment			723.6			68,037	68,760.6	10,7%

³ Source: Project document.

Items of expenditure	2014	2015	2016	2017	2018	2019	Total expend.	%/ total
International Meetings								
Local travel		3,041	2,272.6	7,007.4	11,365.1	10,372	34,058.1	4,9%
Nat. Consult./Staff	25,986.5	27,225.5	39,716.7	52,592.6	41,553.3	29,013.2	216,087.8	31,5%
Other Direct Costs	-234.2	883	2,309.8	1,702	1,690.2	14,811.8	21,162.6	3,1%
Staff & Intern Consultants	6,775		21,986.5	10,857.8	34,348.4	77,576.7	151,544.4	22%
Train/Fellowship/Study								
Grand Total	32,527.3	75,958.9	67,406.8	238,161.8	86,776.9	180,533.7	681,365.4	100%

Source: UNIDO Project Management database as of 27th August 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 1st of January 2014 to the estimated completion date in 27th of January 2020.

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. Evaluation approach and methodology

The TE will be conducted in accordance with the UNIDO Evaluation Policy⁴ and the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle⁵. 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

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

⁵ 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)

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 Dominican Republic.

2. Evaluation key questions and criteria

The key evaluation questions are the following:

- (a) What are the key drivers and barriers to achieve the long term objectives? To what extent has the project helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long term objectives?
- (b) How well has the project performed? Has the project done the right things? Has the project done things right, with good value for money?
- (c) What have been the project's key results (outputs, outcome and impact)? 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 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 4. Project evaluation criteria

#	Evaluation criteria	Mandatory rating
A	Impact	Yes
B	Project design	Yes
1	• Overall design	Yes
2	• Logframe	Yes
C	Project performance	Yes
1	• Relevance	Yes

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

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 Safeguards⁶:** 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.

⁶ 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%202018.pdf

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 5. 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).	

IV. Evaluation process

The evaluation will be conducted from October to December 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 October to December 2019. The evaluation field mission is tentatively planned for November 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 Dominican Republic. 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 6. Tentative timelines

Timelines	Tasks
October 2019	Desk review and writing of inception report
End of October 2019	Briefing with UNIDO project manager and the project team based in Vienna through Skype
November 2019	Field visit to Dominican Republic
End of November 2019	Debriefing in Vienna Preparation of first draft evaluation report
December 2019	Internal peer review of the report by UNIDO’s Independent Evaluation Division and other stakeholder comments to draft evaluation report
End of December 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 Dominican Republic 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 timetable⁷.

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.

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 Spanish with an Executive Summary 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

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

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

UNIDO/GEF Project: Stimulating Industrial Competitiveness Through Biomass-based, Grid-connected Electricity Generation.					
Applicable GEF Strategic Objective and Program: CCM Objective 3 "Promote Investment in Renewable Energy Technologies"					
Applicable GEF Expected Outcomes: CCM-3 "Favourable Policy Framework Created for Renewable Energy (RE) Investments in Industrial and Commercial Applications"; "Investment in RE Technologies Increased"					
Applicable GEF Outcome Indicators: CCM-3 "RE Policy and Regulation in Place"; "Electricity and Heat Produced from Renewable Resources"					
	Indicator	Baseline	Targets (End of Project)	Means of verification	Assumptions
Project Objective					
To promote the implementation of decentralized, biomass-based energy production in industrial free zones in the Dominican Republic with the aim of reducing GHG emissions, while contributing to their competitiveness.	CO ₂ eq emissions	Lifetime tons of CO ₂ eq emissions avoided (0)	Lifetime tons of CO ₂ eq emissions avoided (244,800 tCO ₂ eq)	GEF climate change mitigation tracking tool	(1) Project is implemented as planned; (2) Data to calculate CO ₂ eq emission reductions is available
Component 1					
Policy Support for Decentralized, Biomass-based Energy Generation.					
Outcome 1. The policy and regulatory environment conducive to decentralized, biomass-based power and heat generation has been strengthened.	Extent to which RE policies, regulations and strategies have been proposed.	No specific support for decentralized RE in place: level 1 GEF Tracking Tool.	Various policy measures and strategies have been proposed: level 3 GEF Tracking Tool.	Official publications; final evaluation.	(1) Sustained government commitment to strengthen policy framework; (2) Demonstrated economic, social and environmental benefits of decentralized (biomass) power generation compared to baseline situation.
Output 1.1 Regulation for decentralized biomass-based power generation (environmental impact, nuisance, and water use) has been reviewed, adjusted and streamlined.	Draft regulation and/or guidelines for: (a) Generating concession, (b) Environmental impact, (c) Nuisance, and (d) Water use.	No special regulation or guidelines on 4 issues are in place (0;0;0;0).	Specific regulation or guidelines proposed on 4 issues (1;1;1;1).	Project records; official publications.	(1) Sustained government commitment to strengthen policy framework; (2) Adequate coordination with MIMAREMA, Santiago Municipality and other relevant authorities.
Output 1.2 Proposals for financial incentives to stimulate decentralized,	Proposal for financial incentives for small biomass	Law 57-07 in place; not effective to stimulate small	Proposal submitted (1).	Project records; official publications.	(1) Sustained government commitment to strengthen policy framework;

renewable energy technologies have been prepared and submitted to the Government for approval.	power plants	decentralized biomass energy plants (0).			(2) Economic benefits of decentralized RETs exist vs. baseline scenario and are acknowledged.
Output 1.3 Existing information sources on the biomass potential in the national territory have been validated and integrated.	Biomass resource database	Resource data fragmented and not validated; no database (0).	Updated database created (1).	Project records, field visits.	(1) Stakeholders are willing to share information and setup a national information point (database).
Output 1.4 Sustainable biomass sourcing strategies have been developed in coordination with rural development programmes in the Santiago region.	Sustainable sourcing strategies documented and endorsed by local stakeholders	Initial business proposals by CZFIS; some programmes targeting forestry in place in the region (Plan Sierra).	Strategies supported by local stakeholders (1).	Project documentation; possible MoU's with local CSOs (including smallholder groups).	(1) Viable biomass sourcing schemes can be devised; (2) local CSOs, smallholders and other stakeholders are interested to consider biomass supply as a source of income generation and land management.
Component 2					
Demonstration of Proven Biomass Technology for Electricity Generation.					
Outcome 2. A biomass-based electric power plant (envisaged capacity 3 MW) has been adopted by the Santiago Industrial Free Zone.	Installed capacity (MW); amount invested (US\$).	(0 MW; US\$ 0).	(3 MW³³; US\$ 6.5 million).	Project records, field visits; final evaluation.	1) Project designs are technically, social, environmentally and economically feasible; 2) Project financed by project developer; 3) Equipment providers and contractors deliver promptly.
Output 2.1 A detailed feasibility study for the development of an envisaged 3 MW decentralized, biomass-based electricity plant at the Santiago Free Zone has been carried out.	Feasibility study.	No full study (0).	Feasibility study completed (1).	Project documentation; appraisals by counterparts.	(1) Prefeasibility studies are positive; (2) Positive decision by CZFIS and other stakeholders to start the biomass project.
Output 2.2 Supportive studies and technical designs have been prepared, and permits and concessions obtained.	Supportive studies; permits and concessions.	No studies (0); no permits and concessions (0).	Studies completed (1); all permits and concessions obtained (1).	Project documentation; appraisals by counterparts.	(1) Input data for technical studies all available; (2) Adequate site selected and acquired; (3) Adequate access to water use, water discharge, and road infrastructure.
Output 2.3 Staff from Santiago and other industrial free zones have	Trained people (number of persons).	No persons specifically trained (0).	Male staff (10) and female staff (10) trained (1).	Project documentation; appraisal by counterparts and	(1) Demonstration plant (Output 2.4) in place; Key personnel has been assigned

received training on technical and managerial aspects of small-scale biomass plants				beneficiaries.	by the project operator (CZFIS);
Output 2.4 The envisaged 3 MW biomass-based electric power plant has been procured and made operational under an appropriate business model.	Business model for: (a) Power plant; (b) Biomass sourcing ; Biomass power plant.	No conceptual models in place (0; 0); No power plant (0).	Business models detailed and implemented (1; 1); Power plant operational (1).	Field visits; plant commissioning reports; bill of lading; appraisals by counterparts, final evaluation.	(1) Final project designs are technically, social, environmentally and economically feasible (Outputs 2.1 and 2.2 in place); (2) Project can be financed by project developer; (3) Equipment providers and contractors deliver promptly.
Component 3	Supportive Activities for Training, Promotion and Dissemination.				
Outcome 3. Awareness for the concept and benefits of biomass power generation has been raised among relevant stakeholders.	Number of people that have been engaged with the concept and benefits of biomass power generation.	No people engaged with (0).	Women (50) and men (50) engaged with (1).	Project documentation, publications and proceedings.	(1) Demonstration plant procured and operational; (2) Sustained interest in biomass generation by industrial free zones.
Output 3.1 A communication plan has been prepared to interact with civil society organizations and the general public in Santiago.	Communication plan.	No communication plan (0).	Communication plan (1).	Project documentation, publications; meeting minutes with CSOs.	(1) CZFIS and CZNFE are committed to engage with local stakeholders; (2) CSOs are willing interact with the Project.
Output 3.2 Operational experience and best practices from the Santiago demonstration plant have been compiled.	Best practices, especially with respect to environmental and financial performance.	Only experience with biomass based steam generation (0).	Best practices compiled (1).	Project documentation and publications.	(1) Demonstration plant procured and operational (Outputs 2.1-2.4 completed).
Output 3.3 Promotional activities including technical seminars, dissemination events, and drafting of technical manuals and guidelines, have been carried out.	Promotional activities; Manuals and guidelines.	No promotional activities (0); No manuals and guidelines (0).	Promotional activities implemented (1); Manuals and guidelines compiled (1).	Publications, seminar proceedings; Technical reports.	(1) Demonstration plant procured and operational; (2) Sustained interest in biomass generation by industrial free zones.

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)

Title:	International evaluation consultant, team leader
Main Duty Station and Location:	Home-based
Missions:	Missions to Vienna, Austria and to Dominican Republic
Start of Contract (EOD):	1 st October 2019
End of Contract (COB):	31 st December 2019
Number of Working Days:	42 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.

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). Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit. Determine key data to collect in the field and adjust the key data collection instrument if needed. In coordination with the project manager, the project management team and the national technical evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.</p>	<ul style="list-style-type: none"> • Adjusted table of evaluation questions, depending on country specific context; • Draft list of stakeholders to interview during the field missions. • Identify issues and questions to be addressed by the local technical expert 	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. 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"> • Draft theory of change and Evaluation framework to submit to the Evaluation Manager for clearance. • Guidance to the national evaluator to prepare output analysis and technical reports 	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"> • Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning; • Division of evaluation tasks with the National Consultant. 	2 day	Through skype

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
4. Conduct field mission to Dominican Republic in 2019 ⁸ .	<ul style="list-style-type: none"> • Conduct meetings with relevant project stakeholders, beneficiaries, the GEF Operational Focal Point (OFP), etc. for the collection of data and clarifications; • Agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks; • Evaluation presentation of the evaluation's preliminary findings, conclusions and recommendations to stakeholders in the country, including the GEF OFP, at the end of the mission. 	14 days	Dominican Republic (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"> • After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed. 	2 day	Vienna, Austria
6. Prepare the evaluation report, with inputs from the National Consultant, according to the TOR; Coordinate the inputs from the National Consultant and combine with her/his own inputs into the draft evaluation report. Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments.	<ul style="list-style-type: none"> • Draft evaluation report. 	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"> • Final evaluation report. 	3 day	Home-based
	TOTAL	42 days	

⁸ The exact mission dates will be decided in agreement with the Consultant, UNIDO HQ, and the country counterparts.

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

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

Managerial competencies (as applicable):

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

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

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

Technical and functional experience:

- Minimum of 15 years' experience in evaluation of development projects and programmes
- Good working knowledge in environmental management
- Knowledge about GEF operational programs and strategies and about relevant GEF policies such as those on project life cycle, M&E, incremental costs, and fiduciary standards
- Experience in the evaluation of GEF projects and knowledge of UNIDO activities an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Working experience in developing countries

Languages:

Fluency in written and spoken Spanish and is required.

All reports and related documents must be in Spanish with an Executive Summary 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)

Title:	National evaluation consultant
Main Duty Station and Location:	Home-based
Mission/s to:	Travel to potential sites within Dominican Republic
Start of Contract:	1 st October 2019
End of Contract:	31 st December 2019
Number of Working Days:	32 days spread over the above mentioned period

ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Division (ODG/EIO/IED) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides factual information about result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. ODG/EIO/IED is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

PROJECT CONTEXT

The national evaluation consultant will evaluate the projects according to the terms of reference (TOR) under the leadership of the team leader (international evaluation consultant). S/he will perform the following tasks:

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
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	Evaluation questions, questionnaires/interview guide, logic models adjusted to ensure understanding in the national context;	4 days	Home-based

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
<p>instruments in Spanish language (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>A stakeholder mapping, in 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"> • Report addressing technical issues and question previously identified with the Team leader • Tables that present extent of achievement of project outputs • Brief analysis of conditions relevant to the project 	6 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"> • Detailed evaluation schedule. • List of stakeholders to interview during the field missions. 	2 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"> • Presentations of the evaluation’s initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission. • Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks. 	12 days (including travel days)	In Dominican Republic
<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"> • Part of draft evaluation report prepared. 	8 days	Home-based

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Division and stakeholders and proof read the final version.			
TOTAL		32 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 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 environmental and energy management
- Evaluation experience, including evaluation of development cooperation in developing countries is an asset
- Exposure to the needs, conditions and problems in developing countries.
- Familiarity with the institutional context of the project is desirable.

Languages: Fluency in written and spoken English and 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
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 was 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?		

Report quality criteria	UNIDO IEV assessment notes	Rating
(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?