



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of project

**Promoting investments in small to medium scale
renewable energy technologies in the electricity sector**

UNIDO ID: 130012

GEF Project ID: 5331

August 2019

Contents

I.	PROJECT BACKGROUND AND CONTEXT	3
1.	Project factsheet	3
2.	Project context.....	3
3.	Project objective and expected outcomes	4
4.	Project implementation arrangements	6
5.	Main findings of the Mid-term review (MTR)	7
6.	Budget information	8
II.	Scope and purpose of the evaluation	9
III.	Evaluation approach and methodology.....	10
1.	Data collection methods.....	10
2.	Evaluation key questions and criteria	11
3.	Rating system.....	12
IV.	Evaluation process	13
V.	Time schedule and deliverables.....	13
VI.	Evaluation team composition	14
VII.	Reporting.....	14
VIII.	Quality assurance	15
	Annex 1: Project Logical Framework.....	16
	Annex 2: Detailed questions to assess evaluation criteria	23
	Annex 3: Job descriptions	23
	Annex 4- Outline of an in-depth project evaluation report.....	27
	Annex 5: Checklist on evaluation report quality	29
	Annex 6: Guidance on integrating gender in evaluations of UNIDO projects and Projects	30
	Table 1. Financing plan summary - Outcome breakdown	8
	Table 2. Co-Financing source breakdown	8
	Table 3. UNIDO budget execution	9
	Table 4. Project evaluation criteria.....	11
	Table 5. Project rating criteria	12
	Table 6. Major timelines	13

I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet¹²

Project title	Promoting investments in small to medium scale renewable energy technologies in the electricity sector
UNIDO ID	130012
GEF Project ID	5331
Region	Western Africa
Country(ies)	Guinea Bissau
Project donor(s)	GEF, Austria
Project implementation start date	20 th October 2014
Expected implementation end date	31 st October 2019
GEF Focal Areas and Operational Project	CCM-3, CCM-6, Climate Change
Implementing agency(ies)	UNIDO
Government coordinating agency	Ministry of Energy, Industry and Natural Resources (MEINR)
Executing Partners	ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE), TESE - Associação para o Desenvolvimento
Donor funding	USD 1,735,160 (GEF) and 352,000 (Austria)
Project GEF CEO endorsement / approval date	8 th August 2014
UNIDO input (in kind, USD)	USD 170,000
Co-financing at CEO Endorsement, as applicable	USD 10,258,189
Total project cost (USD), excluding support costs and PPG	USD 11,993,349
Mid-term review date	August 2018
Planned terminal evaluation date	October-December 2019

(Source: Project document)

2. Project context

The GEF-UNIDO project *Promoting investments in small to medium scale renewable energy technologies in the electricity sector* follows-up on an official request of the Ministry of Energy of Guinea Bissau (GB) to address the existing energy challenges in the country by promoting renewable energy (RE) investments in the electricity sector. The promotion of RE has been included as a key activity in the Poverty Reduction Strategy Paper (PRSP) and the

¹ Data to be validated by the Consultant

National Energy Policy; furthermore, GB has also ratified the United Nations Framework Convention on Climate Change (UNFCCC).

Guinea Bissau is facing the interrelated challenges of energy access, energy security and climate change mitigation and adaptation simultaneously. The chronic energy crisis hampers the social, economic and industrial development of the country. The need for modern, reliable and affordable energy services (electricity, motive power, modern fuels) is huge at all levels (productive sectors, social sectors, residential). The national final energy consumption is characterized by the predominance of traditional use of biomass with up to 87.8%, followed by 11.7% from petroleum products and only 0.5% from electricity; fuelwood is the dominant source of fuel (particularly for cooking purposes) with a demand that exceeds 500,000 tons per year, followed by charcoal being the most-used fuel in the urban areas. The unsustainable electricity generation and distribution system represents a high cost for the entire economy of the country, adversely impacting production costs and the population's standard of living. At the same time, the power transmission and distribution system of Guinea Bissau remains underdeveloped. Therefore, only a small proportion of the population has access to reliable electricity services.

The GEF project addresses the existing energy challenges of Guinea Bissau by promoting RE investments in the electricity sector. The combined and integrated interventions in the areas of technology demonstration, policy support and capacity building will create an enabling environment for the scaling-up of renewable energy investments. The up-scaling of both renewable energy and related technology transfer, is also an important climate change mitigation measure. The proposed demonstration projects in the GEF-UNIDO project are fully in line with the GHG mitigation options proposed in the 2nd National Communication. The use of decentralized rural electrification using PV systems and the development of the hydropower project Saltinho HPP and Cussilinta HPP are proposed. In this context the GEF-UNIDO project has included several PV powered mini-grid systems and aims also at the development of Saltinho HPP to feasibility stage.

3. Project objective and expected outcomes

The project aims to reduce risks for and create an enabling environment for RE investments in the national electricity sector. The project adopts a holistic approach and combines interventions in the areas of policy and planning, (pre-) investment support, technology demonstration, as well as capacity building. To achieve these goals, several barriers need to be mitigated, in particular:

- *Financial barriers:* related in particular to the availability of tailored financing instruments and financing institutions in the country, as well as the high initial capital costs of renewable energy solutions ("affordability");
- *Institutional and regulatory barriers:* related to the unstable political and economic environment in the country, the lack of a clear tariff structure, the insufficient policy and regulatory support for RE, and the insufficient institutional capacity;
- *Technical barriers:* arising from the current poor energy transmission and distribution grid, and the insufficient technical capacity in the local market to identify, develop and implement renewable energy projects. The potential for the introduction of intermediate grid-connected renewable energy sources is limited due to the weak situation of the grid;
- *Capacity, knowledge and awareness barriers:* insufficient RE baseline data and limited information available about the characteristics of the renewable resources.

The project is structured in 4 different components (PC):

- **PC 1 Investments into small to medium scale renewable energy technologies:** this component aims at mitigating technical and financial barriers for investments in renewable energy on-grid and off-grid technologies. Under this component a number of high impact on-grid and off-grid renewable energy demonstration projects with a total electric capacity of 2.5 MW (around 50% of the operating electricity generation capacity of Guinea Bissau in 2012) have been developed and implemented

Outputs:

1.1: The technical feasibility and viability of small to medium-scale on-grid and off-grid renewable energy technologies in the urban and rural context are demonstrated

1.1.1: High impact on-grid and off-grid renewable energy investment projects with a total capacity of 2.5 MW are developed and implemented;

1.2. The National Renewable Energy Investment Plan to replicate and up-scale on-grid and off-grid renewable energy projects is developed and endorsed

1.2.1: Development of a pipeline of grid-connected and off-grid renewable energy priority projects;

1.2.2: The National Renewable Investment Plan is finalized

1.2.3: An existing grant facility will provide support for project development and small investments

- **PC 2 Consolidated policy and regulatory framework for renewable energy:** This component is directed at reducing institutional, regulatory and policy barriers for the renewable energy investments and markets in Guinea Bissau. Under the component the National Renewable Energy Policy (NREP) and National Renewable Action Plan (NREAP) for Guinea Bissau will be developed in close coordination with the implementation process of the ECOWAS Renewable Energy Policy (EREP)

Outputs:

2.1: The existing policy and legal support framework for renewable energy is strengthened and regulatory mechanisms are improved

2.1.1: An assessment on gaps in the existing legal and regulatory framework for renewable energy is undertaken;

2.1.2: The National Renewable Energy Policy (NREP) and the National Renewable Energy Action Plan (NREAP) are developed and endorsed in alignment with the ECOWAS Renewable Energy Policy (EREP);

2.1.3: Facilitate the creation of a National Regulatory Agency for the power sector and support the development and implementation of mechanisms for IPPs and PPPs;

2.1.4: The awareness campaign "SE4ALL for Guinea Bissau" and the registration of the project as a NAMA is facilitated

- **PC 3 Capacity development and awareness raising on renewable energy:** this component aims at mitigating the existing capacity constraints in the renewable energy sector of Guinea Bissau. The activities are directed to strengthen the capacities of key market enablers (e.g. policy makers, developers, companies, utility, and banks) on different aspects of renewable energy through the implementation of train-the-trainers approaches and establishment of south-south knowledge transfer from the ECOWAS region.

Outputs:

3.1: The capacities of key stakeholders on renewable energy are strengthened

- 3.1.1: A national capacity building program is developed and under implementation;
 - 3.1.2: A handbook on renewable energy project development based on the lessons learned of the implemented investment projects is developed;
 - 3.1.3: Strengthen the capacity of the Directorate General of Energy/PMO;
 - 3.1.4: The capacities of local training institutions are strengthened through the implementation of three *train the-trainer* workshops in cooperation with ECREEE;
- **PC 4 Monitoring and Evaluation:** the objectives of this component are to: i) establish a project management office, conduct adequate and systematic monitoring of all project indicators (based on a monitoring plan) together with regular and comprehensive assessment of an on-going and /or completed initiatives to ensure successful project implementation; ii) establish a dedicated website for the project in cooperation with ECREEE; iii) ensure that the dissemination programme is implemented and project milestones/reports etc., are regularly posted on the website.

Outputs:

- 4.1: Adequate and systematic monitoring of all project indicators together with regular and comprehensive assessment of an on-going and / or completed initiatives to ensure successful project implementation
 - 4.1.1: Monitoring and Evaluation

4. Project implementation arrangements

UNIDO: GEF Implementing Agency for the project, UNIDO is responsible for the overall implementation of the project. It is represented by the UNIDO Project Manager in the Steering Committee, who also coordinates the UNIDO Global Network of Regional Sustainable Energy Centres (which includes ECREEE) and the regional knowledge program of the GEF Strategic Programme for West Africa (GEF-SPWA). All procurements are undertaken in line with the UNIDO procurement rules.)

DGE at MEINR: DGE is the main local counterpart. DGE hosts the PMO and it is responsible for the execution of some of the activities. It is also responsible for keeping the project up to schedule and to develop specific initiatives in accordance to the project objectives. Moreover, office space, technical and human resources will also be made available by DNE.

ECREEE: ECREEE is a key executing partner for the envisaged policy and capacity development activities. ECREEE is leading the implementation of the ECOWAS Renewable Energy Policy (EREP) on national levels in the fifteen ECOWAS countries. Moreover, ECREEE is operating several train-the-trainers networks and is managing the ECOWAS Renewable Energy Facility (EREF). ECREEE is also supposed to ensure the political buy-in of ECOWAS and create strong synergies to its regional activities and promote south-south cooperation between Cape Verde and Guinea Bissau. The Centre is also supposed to create strong synergies to its ongoing programs such as the ECOWAS Renewable Energy Facility (EREF), the ECOWAS Renewable Energy Policy (EREP) Implementation Process, the ECOWAS Renewable Energy Investment Initiative and the ECOWAS Program on Gender Mainstreaming in Energy Access (ECOWGEN). ECREEE is supposed to assist particularly in the implementation of some of the investment projects, as well as policy, knowledge and capacity development activities.

African Development Bank (AfDB): the AfDB is an important partner and co-financier for the development of the project Saltinho HPP (19 MW). The early involvement of AfDB ensures access to loan finance once the project is developed to bankable feasibility stage. AfDB has a long-standing track-record and experience in the development and financing of hydropower projects in Sub Sahara Africa.

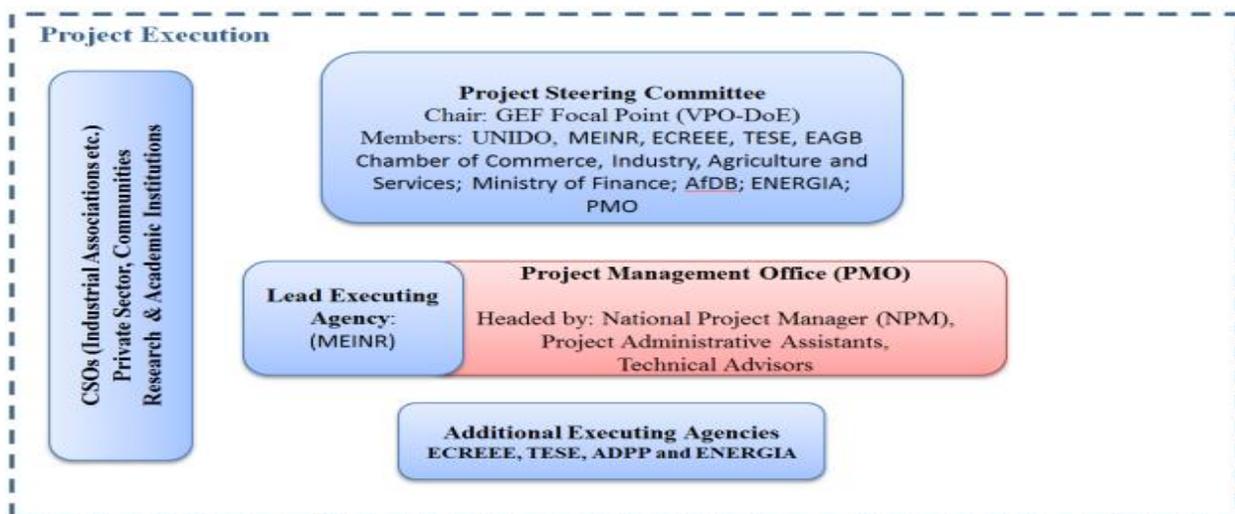
TESE - Associação para o Desenvolvimento: it is an important executing partner of several activities of the project, by providing technical and human resources as well as co-finance particularly for the envisaged PV powered mini-

grids and some of the capacity development and policy activities. TESE is very experienced with regard to mini-grids and related policy issues in Guinea Bissau. It implements several EU funded projects.

Several other organizations are involved at different stages of project execution in order to provide and/or share specific experiences and knowledge and to participate in the project’s activities. Among the others:

- Local associations, institutions and NGOs such as EAGB, Ajuda de Desenvolvimento de Povo para Povo na Guiné-Bissau (ADPP), the Instituto Nacional de Investigação e Tecnologia Aplicada (INITA), Centro de Instrução e Formação Artesanal Profissional (CIFAP), the Assembleia de Cooperação Pela Paz (ACPP), FRES (Foundation for Renewable Energy Sources), International Finance Corporation (IFC), University of Mindelo in Cape Verde, Udine University;
- The ENERGIA International network on ‘Gender and Sustainable Energy’
- The Austrian Energy Agency (AEA)

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



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

A mid-term review of the UNIDO-GEF project was carried out at the beginning of 2018 and considered all the activities carried out within the project from the beginning (October 2014) up to December 2017. The main findings are:

- The project is in the right way to achieve its expected global impact, namely the expected GHG emissions reductions through efficient investments in Renewable Energy (RE) systems in the electricity sector of Guinea Bissau;
- Despite the continued political and economic instability in the country, the project has provided key enabling support which resulted into pioneering investment of US\$ 10 million in innovative medium-scale renewable energy technologies (e.g. PV hybrid mini-grids, hydropower) and rural electrification models. The feasibility and the cost-effectiveness of such projects as alternative to diesel generators was demonstrated. The GEF supported PV mini-grid hybrid projects, which are currently the biggest ones in the ECOWAS region.
- Moreover, the GEF project has developed a coherent vision and road-map for the Government of GB on how to achieve SDG-7 by 2030. The increasing interest of financiers and the switch from purely grant financed projects

to more blended modalities are indications that a basis for the further uptake of RE investments has been created.

- The RE sector plays now a more prominent role in the national energy planning and the responsible Ministry has increased capacities and resources to coordinate activities and partnerships with donors and project promoters.
- Due to the fragile situation in the country, the project execution period is expected to last longer than planned. The identification of reliable domestic project promoters and mature investment projects took longer as expected, and due to the high investment risks the interest of financiers is difficult to maintain. By extending the project execution period for one more year (until end of 2019), therefore all the goals that are still to be achieved are more likely to do it.
- The project has achieved and even surpassed many of the expected goals and impacts at ¾ of project implementation. There are still some goals and targets to be achieved but all are likely to be reached if recommendations and actions are adopted.

6. Budget information

Table 1. Financing plan summary - Outcome breakdown³

Project components	Donor (GEF/other) (\$)	Co-Financing (\$)	Total (\$)
PC 1: Investments into small and medium scale renewable energy technologies	1,305,156	9,697,093	11,002,249
PC 2: Consolidated policy and regulatory framework for renewable energy	94,000	75,820	169,820
PC 3: Capacity development and awareness raising on renewable energy	185,540	204,940	390,480
PC 4: Monitoring and Evaluation	46,400	90,000	136,400
Total (\$)	1,631,096	10,067,853	11,698,949

Source: Project document / progress report

Table 2. Co-Financing source breakdown

Name of Co-financier (source)	In-kind	Cash	Total Amount (\$)
African Development Bank (AfDB) <i>(Other Multilateral Agency)</i>		1,000,000	1,000,000
International Finance Corporation (IFC) <i>(Other Multilateral Agency)</i>		1,234,000	1,234,000
TESE - Associação para o Desenvolvimento <i>(private sector)</i>	18,212	5,564,504 (through EC)	5,582,716

³ Source: Project document.

Afripeche - Fish processing Plant (private sector)		305,763	305,763
Bula Cashew Processing Plant (private sector)		10,800	10,800
Udine University (others)	858,000 (through EC)	72,000 (through EC)	930,000
ECOWAS Centre for Renewable Energy and Energy Efficiency (ECREEE) (Other Multilateral Agency)	179,356	270,644	450,000
Ministry of Energy, Industry and Natural Resources (MEINR) (National Government)	152,400	362,510	514,910
UNIDO (GEF Agency)	170,000	60,000	230,000
Total Co-financing (\$)			10,258,189

Source : Project document

Table 3. UNIDO budget execution (Grant 2000002862 – GEF – and 2000003441 – Austria)

Items of expenditure	2014	2015	2016	2017	2018	2019	Total expend	% / total
Contractual Services	237,077	475,479.6	672,039.8	214,909.2	40,649.6	-13,696.3	1,626,458.9	80,1%
Equipment		29,755.8	2,097				31,852.8	1,5%
International Meetings		34,825.1	1,902.4	4,519			41,246.5	2,1%
Local travel		6,984.5	7,368	16,930.6	9,011.7	21.4	40,316.2	2%
Nat. Consult./Staff		42,935.4	23,491.9	24,713.5	24,558.2	14,176.3	129,875.3	6,4%
Other Direct Costs		2,906.1	5,212.8	3,738.3	5,630.7	4,032.1	21,520	1%
Premises		24.4	27.5				51.9	<0,1%
Staff & Intern Consultants		58,169	31,649.6	35,942.8	13,279.2		139,040.6	6,8%
Train/Fellowship/Study					1,216.9		1,216.9	<0,1%
Grand Total	237,077	653,094.9	745,805	302,770.4	96,364.3	4,533.5	2,031,579.1	100%

Source: UNIDO Project Management database as of 26th 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 October 2014 to the estimated completion date in October 2019.

The evaluation has two specific objectives:

- (i) Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability and progress to impact; and
- (ii) Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.

III. 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.

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

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

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

1. Data collection methods

Following are the main instruments for data collection:

- (a) **Desk and literature review** of documents related to the project, including but not limited to:
 - The original project document, monitoring reports (such as progress and financial reports, mid-term review report, output reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
 - Notes from the meetings of committees involved in the project.
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussion. Key stakeholders to be interviewed include:
 - UNIDO Management and staff involved in the project; and
 - Representatives of donors, counterparts and stakeholders.
- (c) **Field visit** to project sites in the Guinea Bissau.

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)

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 4 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
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

#	Evaluation criteria	Mandatory rating
3	<ul style="list-style-type: none"> 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.

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).	

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%2018.pdf

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 Guinea Bissau. 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 Guinea Bissau
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 will be conducted by one international 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 Guinea Bissau 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

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

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 English and follow the outline given in annex 4.

VIII. Quality assurance

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

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality, attached as Annex 5. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO Independent Evaluation Division should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Independent Evaluation Division, which will submit the final report to the GEF Evaluation Office and circulate it within UNIDO together with a management response sheet.

Annex 1: Project Logical Framework

Results	Indicators	Baseline and Targets	Means of Verification	Assumptions and Risks
Objective				
Investments in small to medium scale renewable energy technologies in the electricity sector are promoted	<p>1. Volume of investment in RE technology projects mobilized and implemented (in USD)</p> <p>2. Energy generated from RE (in MWh and as a % of total)</p> <p>3. Incremental avoided CO₂eq emissions (tonnes of CO₂eq)</p>	<p>Baseline:</p> <p>1. No major investments in RE technologies so far</p> <p>2. Only 0.5 MW of RE capacity currently operating</p> <p>3. High CO₂eq emissions due to the dependence on diesel power generation</p> <p>4. No RE policy and incentives in place</p> <p>Targets:</p> <p>1. At least 8 million USD of investment for RE demonstration projects are mobilized and implemented</p> <p>2. Installed demonstration projects with a capacity of 2.5 MW produce at least 4,977 MWh per year</p> <p>3. Cumulative reduction of GHG of around 76,267 tCO₂ over the lifetime of the implemented demonstration projects (20 or 25 years depending on the projects)</p>	<p>1. Reports on the demonstration projects installed</p> <p>2. Regular project reporting on generation capacity</p> <p>3. Reports on policy and action in place</p>	<p>A: The Government of Guinea Bissau remains committed in the medium and long-term to renewable energy.</p> <p>A: Data is available to calculate CO₂eq emission reductions</p> <p>R: Economic, financial or political crisis threaten the sustainability of the project</p>
PC#1: Investments into small to medium scale renewable energy technologies				
Outcome 1.1: The technical feasibility and viability of small to medium-scale on-grid and off-grid renewable energy technologies in the urban and rural context are demonstrated	<p>1. RE generation capacity installed and operating (in MW)</p> <p>2. % of implemented demonstration projects generate sufficient revenues to meet the operating expenses and financial obligations</p>	<p>Baseline: No grid-connected renewable energy projects installed and decentralized systems with a capacity of 0.5 MW are deployed in Guinea-Bissau</p> <p>Target:</p> <p>1. On- and off-grid RE projects with a total capacity of 2.5MW are fully developed and implemented</p> <p>2. At least 75% of the implemented demonstration projects generate sufficient revenues to meet the operating expenses and</p>	<p>1. Evaluation reports</p> <p>2. Project reports</p> <p>3. Project website</p>	<p>A: Fossil fuel prices remain high in the medium and long term</p> <p>A: Co-finance is available for each project and there is technical capacity to install the projects.</p>

		financial obligations			
Outputs:					
Output 1.1.1	High impact on-grid and off-grid renewable energy investment projects with a total capacity of 2.5MW are developed and implemented.	1. Number of RE projects developed and implementation facilitated 2. Installed renewable energy capacity (kW)	Baseline: No grid-connected renewable energy projects installed and decentralized systems with a capacity of 0.5 MW are deployed in Guinea-Bissau Target: 1. The RE projects developed under the PPG phase with a capacity of 1 MW and the projects to be fully developed under Output 1.2.1. with a capacity of 1.5 MW are implemented	1. Procurement documents and final offers of subcontractors 2. Commissioning and project progress reports 3. Project website	A: Fossil fuel prices remain high in the medium and long term A: Co-finance is available for each project and there is technical capacity to install the projects.
Outcome 1.2: The National Renewable Energy Investment Plan (NREIP) to replicate and up-scale on-grid and off-grid renewable energy technology projects is developed and endorsed		1. Volume of RE investments identified and to be promoted by the NREIP (in USD)	Baseline: No national investment strategy and financial support schemes linked to renewable energy targets are in place Targets: 1. Finalized National Renewable Energy Investment Plan (NREIP) promotes a project pipeline with an investment volume of at least 30 million USD	1. (Pre-)feasibility studies and project evaluation 2. Investment plan document 3. Project reports 4. Workshop proceedings	A: Sustained Government Support to agreed project activities A: Fossil fuel prices remain high in the medium and long-term A: The Grant financing window ring fenced to the ECOWAS Renewable Energy Facility (EREF) managed by ECREEE is fully operational
Outputs					
Output 1.2.1	Development of a pipeline of grid-connected and off-grid renewable energy priority projects	1. Number of (pre-feasibility) studies developed and incorporated in the National RE Investment Plan	Baseline: No grid-connected renewable energy projects installed and decentralized systems with a capacity of 0.5 MW are deployed in Guinea-Bissau Targets: 1. At least 9 (pre-)feasibility studies for RE projects are developed and included in the National RE Investment Plan	1. Feasibility studies and project evaluation 2. Project reports	A: Sustained Government Support to agree project activities A: Sustained Government Support to agree project activities

			2. Saltinho HPP (19 MW) is developed to feasibility stage and included in the National RE Investment Plan		<p>A: Fossil fuel prices remain high in the medium and long-term</p> <p>A: private investors interested in developing Renewable energy projects</p>
Output 1.2.2	The National Renewable Investment Plan is finalized	1. Validated National Renewable Energy Investment Plan (NREIP)	<p>Baseline:</p> <p>1. No national investment strategy for renewable energy</p> <p>Target:</p> <p>1. National Renewable Investment Plan including the project pipeline is finalized and validated by key stakeholders in a workshop</p>	<p>1. Project evaluation</p> <p>2. Project reports</p> <p>3. Workshop proceedings</p> <p>4. Project website</p>	<p>A: Sustained Government Support to agree project activities</p> <p>A: Sustained Government Support to agree project activities</p> <p>A: Fossil fuel prices remain high in the medium and long-term</p> <p>A: private investors interested in developing Renewable energy projects</p>
Output 1.2.3	An existing grant facility will provide support for project development and small investments	1. Number of projects of the National Renewable Energy Investment Plan (NREIP) supported by the ECOWAS Renewable Energy Facility (EREF)	<p>Baseline:</p> <p>1. No financing instruments of special financial schemes for renewable energy project development or investments are in place in Guinea Bissau</p> <p>Target:</p> <p>1. At least 3 projects of the National Renewable Energy Investment Plan (NREIP) receive support by the ECOWAS Renewable Energy Facility (EREF)</p>	<p>1. Application guidelines for EREF call for proposal(s)</p> <p>1. Evaluation results of submitted projects in Guinea Bissau</p> <p>2. Project documents and reports</p>	<p>A: Sustained Government support to agreed project activities</p> <p>A: Fossil fuel prices remain high in the medium and long-term</p> <p>A: Sustained support of ECREEE to implement the</p>

					ECOWAS Renewable Energy Facility (EREF)
PC#2: Consolidated policy and regulatory framework for renewable energy					
Outcome 2.1: The existing policy and legal support framework for renewable energy is strengthened and regulatory mechanisms are improved		1. Endorsed renewable energy targets, policy and action plan 2. Concept for a National Regulatory Agency and support mechanisms for IPPs and PPPs are proposed	Baseline: No renewable energy targets, policy or action plans are in place in Guinea Bissau Target: 1. The National Renewable Energy Policy (NREP) and the National Renewable Energy Action Plan (NREAP) are developed and endorsed by the Government 2. The concept for a National Regulatory Agency and support mechanisms for IPPs and PPPs is proposed	1. RE policy and action plan documents 2. Studies 3. Project Reports	A: Sustained government support to agreed activities A: Sustained support of ECREEE through the NREAP process
Outputs					
Output 2.1.1	An assessment on gaps in the existing legal and regulatory framework for renewable energy is undertaken	1. Available gap assessment including recommendations for improvement	Baseline: No renewable energy targets, policy or action plan are in place in Guinea Bissau Target: Available gap assessment including recommendations for improvement	1. Review document 2. Recommendations	A: Gov. Guinea Bissau / EAGB acceptance of the new legislation supporting RE development
Output 2.1.2	The National Renewable Energy Policy (NREP) and the National Renewable Energy Action Plan (NREAP) are developed and endorsed in alignment with the ECOWAS Renewable	1. Renewable energy targets, policy and action plan are endorsed	Baseline: No renewable energy targets, policy or action plan are in place in Guinea Bissau Target: 1. The National Renewable Energy Policy (NREP) and the National Renewable Energy Action Plan (NREAP) are developed and endorsed by the Government	1. NREAP and NREP documents 2. Project reports	A: Gov. Guinea Bissau / Ministry of Energy accept the new legislation supporting the development of RE energy A: Sustained support of ECREEE through the NREAP process

	Energy Policy (EREP)				
Output 2.1.3	Facilitate the creation of a National Regulatory Agency for the power sector and support the development and implementation of mechanisms for IPPs and PPPs	1. Facilitate the creation of a National Regulatory Agency for the power sector 2. Support the development and implementation of mechanisms for IPPs and PPPs	Baseline: 1. No National Regulatory Agency exists 2. There are no support mechanisms for IPPs and PPPs Target: 1. Study with indication and recommendation on how to set up a National Regulatory Authority 2. Support mechanisms for IPPs and PPPs are finalized and its implementation facilitated	Project Reports	A: Gov. Guinea Bissau / Ministry of Energy /EAGB cooperate in the study on the creation of a National Regulatory Agency for the power sector and support mechanisms for IPPs and PPPs
Output 2.1.4.	The awareness campaign "SE4ALL for Guinea Bissau" and the registration of the project as a NAMA is facilitated	1. SE4ALL Campaign 2. Registration of the GEF-UNIDO project as a NAMA	Baseline: 1. There is no NAMA targeting the development of renewable energy in the electricity sector in Guinea Bissau and there is low international awareness on the renewable energy investment opportunities Target: SE4ALL campaign implemented GEF-UNIDO project components as NAMA registered National registry and MRV system implemented	1. SE4ALL campaign documents 2. NAMA registration	A: Continued interest of the Government to register the GEF-UNIDO project as a NAMA
PC#3: Capacity development and awareness raising on renewable energy					
Outcome 3.1: The capacities of key stakeholders on renewable energy are strengthened	1. Number of experts trained in follow-up workshops conducted by trained trainers 2. % of the trained experts apply the obtained skills in the national energy sector	Baseline: Wide spread lack of knowledge of key stakeholders (e.g. developers, policy makers, utility, banks, educational institutions) and non-existence of major training programs for the planning, installation and operation of renewable energy systems.	1. Attendance lists of trained participants and institutions 2. Meeting minutes and filled evaluation sheets of trainings 3. Mid-term review on	A: The Government of Guinea Bissau remains committee in medium and long-term to renewable energy A: ECREEE cooperates in the train	

			<p>Target:</p> <p>1. The trained trainers under the capacity building program conduct follow-up trainings for at least 100 experts of different stakeholder groups (at least 30% female)</p> <p>2. At least 50% of the trained experts apply their received renewable energy skills in the national energy sector of the country</p>	capacity building program	the trainers workshop programme
Outputs					
Output 3.1.1	A national capacity building program is developed and implemented	<p>1. National capacity building program</p> <p>2. Implementation progress of national capacity building programme in % of total</p>	<p>Baseline: No strategy for the development of capacities in the renewable energy sector is in place</p> <p>Target:</p> <p>1. At least 30% of the activities of the national capacity building programme are implemented by end of the GEF project</p>	<p>1. Capacity building program document</p> <p>2. Mid-term review on program implementation</p>	A: Sustained Government support to agreed project activities
Output 3.1.2	A handbook on renewable energy project development based on the lessons learned of the implemented investment projects is adapted	<p>1. Handbook on renewable energy project development</p> <p>2. Number of handbooks sent out to stakeholders and number of downloads from the project website</p>	<p>Baseline: No training material on project development tailored for Guinea Bissau and its local language available</p> <p>Target:</p> <p>1. Handbook on renewable energy project development available</p> <p>2. Fifty (50) handbooks sent to key stakeholders and over 150 downloads from the project website</p>	<p>1. Handbook on renewable energy project development is adapted based on the lessons learnt from the implementation of the investment projects</p> <p>2. Website activity reports</p>	A: Handbook show successful implementation of the investment projects and good lessons
Output 3.1.3	Strengthen the capacity of the Directorate General of Energy/PMO on renewable energy issues	1. % of DGE staff apply obtained skills in the Ministry	<p>Baseline: Weak renewable energy capacities of policy makers in the Ministry of Energy</p> <p>Target:</p> <p>1. At least 70% of the trained DGE expert apply the obtained skills in the Ministry</p>	<p>1. Attendance lists of trained participants and institutions</p> <p>2. Filled questionnaires by trained experts</p>	A: Sustained Government support to agreed project activities
Output 3.1.4	The capacities of local training institutions are strengthened	<p>1. Number of train-the-trainers workshops carried out</p> <p>2. Number of trainers</p>	Baseline: No major training programs for the planning, installation and operation of renewable energy systems in place.	<p>1. Attendance lists of trained participants and institutions</p> <p>2. Results of workshop</p>	A: ECREEE remains engaged in cooperating in the implementation of the Train-the-Trainers

	through the implementation of three train-the-trainer workshops in cooperation with ECREEE	certified	<p>Target:</p> <ol style="list-style-type: none"> 1. Three (3) Train-the-Trainers workshops carried out 2. Twenty (20) experts certified as trainers 	exams and certificates	<p>programme</p> <p>A: Sustained Government support to agreed project activities</p> <p>A: Stakeholders interested in becoming trainers in RE</p>
Output 3.1.5	At least one hundred (100) experts of different stakeholder groups are trained on various renewable energy aspects in workshops conducted by trained trainers.	1. Number of experts trained in follow-up workshops conducted by trained trainers	<p>Baseline: Wide spread lack of knowledge of key stakeholders (e.g. developers, policy makers, utility, banks, educational institutions) and non-existence of major training programs for the planning, installation and operation of renewable energy systems .</p> <p>Target:</p> <ol style="list-style-type: none"> 1. The trained trainers conduct follow-up trainings for at least 100 experts of different stakeholder groups (at least 30% female) 	<ol style="list-style-type: none"> 1. Attendance lists of trained participants and institutions 2. Evaluation sheets on quality of training filled by participants of courses 	<p>A: ECREEE remains engaged in cooperating in the implementation of the Train-the-Trainers programme</p> <p>A: Sustained Government support to agreed project activities</p> <p>A: Stakeholders interested in becoming trainers in RE</p>

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 Guinea Bissau
Start of Contract (EOD):	1 st October 2019
End of Contract (COB):	31 st December 2019
Number of Working Days:	32 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 	4 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 	2 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 Guinea Bissau 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. 	10 days	Guinea Bissau (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. 	2 day	Home-based
	TOTAL	32 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 English is required.

All reports and related documents must be in English and presented in electronic format.

Absence of conflict of interest:

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

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
<p>a. Was the report well-structured and properly written? (Clear language, correct grammar, clear and logical structure)</p>		
<p>b. Was the evaluation objective clearly stated and the methodology appropriately defined?</p>		
<p>c. Did the report present an assessment of relevant outcomes and achievement of project objectives?</p>		
<p>d. Was the report consistent with the ToR and was the evidence complete and convincing?</p>		
<p>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)</p>		
<p>f. Did the evidence presented support the lessons and recommendations? Are these directly based on findings?</p>		
<p>g. Did the report include the actual project costs (total, per activity, per source)?</p>		
<p>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?</p>		
<p>i. Quality of the lessons: were lessons readily applicable in other contexts? Did they suggest prescriptive action?</p>		
<p>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?</p>		
<p>k. Are the main cross-cutting issues, such as gender, human rights and environment, appropriately covered?</p>		
<p>l. Was the report delivered in a timely manner?</p>		

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?