



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of project

Mini-Grid Based Renewable Energy (Biomass) Sources to Augment Rural Electrification

UNIDO ID: 100260

GEF Project ID: 3943

November 2019

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I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet¹²

Project title	Mini-Grid Based Renewable Energy (Biomass) Sources to Augment Rural Electrification
UNIDO ID	100260
GEF Project ID	3943
Region	Africa
Country(ies)	Nigeria
Project donor(s)	GEF
Project implementation start date	07/08/2012
Expected duration	48 months
Expected implementation end date	31 May 2020
GEF Focal Areas and Operational Project	GEF-4: Climate Change; Strategic programme CC-SP3 – promoting markets for renewable energy
Implementing agency(ies)	UNIDO
Government coordinating agency	Energy Commission of Nigeria,
Executing Partners	Federal Ministry of Environment, Ebonyi State Government Federal Ministry of Science and Technology, Federal Ministry of Power, Bank of Industry
UNIDO RBM code	HC32 (Clean energy access)
Donor funding	USD 2,621,800
Project GEF CEO endorsement / approval date	12/27/2011
UNIDO input (in kind, USD)	60,000
Co-financing at CEO Endorsement, as applicable	11,935,000
Total project cost (USD), excluding support costs and PPG	14,556,800
Mid-term review date	May-June /2015
Planned terminal evaluation date	December 2019 – March 2020

(Source: Project document)

2. Project context

UNIDO's project "Mini-grids based on renewable energy (small-hydro and biomass) sources to augment rural electrification" (SAP ID:100260), funded by GEF aims at promoting Renewable Energy (RE), mainly in the form of biomass based mini-grids as viable options for augmenting the rural electrification programme at Ikwo cluster, Ebonyi State Nigeria. The project is expected to demonstrate biomass gasification technology in Nigeria under four broad thematic components: development of techno-economic feasibility studies and business plans; demonstration of techno-economic viability of biomass-based mini-grid; strengthening of financial and policy environment to support RE based mini grid-systems; capacity development for replication of RE mini-grid technologies. A 5 MW rice husk based power generation plant

¹ Data to be validated by the Consultant

will be installed within the Ikwo rice mill cluster as a demonstration biomass power plant. The demonstration of technical and financial viability of 5 MW biomass based power plant and mini-grid will enable the Government to further establish appropriate policy and regulatory framework, to strengthen institutions and to build capacity leading to the creation of a conducive market environment for increased private sector investment programmes in RE.

The project document was signed in December 2011 and, according to the same, a mid-term evaluation was envisaged to be carried out approximately two years after implementation start date.

3. Project objective and expected outcomes

The project goal is to reduce and avoid the GHG emissions from the energy sector of Nigeria. The project description is to develop policy and conducive market environment in order to promote renewable based mini-grids for augmenting rural electrification and productive uses in Nigeria.

The project immediate objective is to promote renewable energy (biomass) based mini-grid as an alternative to diesel based energy generation systems in Nigeria.

Output	Output indicators
<ol style="list-style-type: none"> 1. Techno-economic feasibility studies and business plans developed for the 3 identified potential sites to facilitate replication 2. A biomass based power plant of 5 MW installed capacity commissioned in the selected site along with mini-grid. 3. Capacity on biomass power plant operation and maintenance as well as mini-grid management developed. 4. The mini-grid independently monitored, evaluated, lessons learnt and information widely distributed. 5. Feed-In-Tariff (FiT) for biomass power in place. 6. Appropriate financing facility developed for RE related projects. 	<p>2 (Ebonyi and Ogun state) techno-economic feasibility studies developed</p> <p>A 5 MW rice husk based power generation plant has been identified within the Ikwo rice mill cluster in Ebonyi state. A techno-economic feasibility study has been developed, the project is in the final stage of selecting an Owners Engineer to supervise EPC contractor.</p> <p>A FiT of (N/MWh) 32,000 has been proposed for biomass projects in Renewable Energy Master Plan.</p> <p>Provision of low interest rate loans not exceeding 5 percent per annum by Bank of Industries (BOI) is available</p>

4. Project implementation arrangements

The project management structure as designed is provided in **Error! Reference source not found.** UNIDO as GEF's Executing Agency is responsible for implementing the project, the delivery of the planned outputs and achievement of the expected outcomes. UNIDO is executing the project in collaboration with Federal Ministry of Energy, Energy Commission of Nigeria and Federal Ministry of Environment, Housing and Urban Development.

UNIDO is responsible for:

- The general management and monitoring of the project;
- Reporting on the project performance to the GEF;
- Procuring the international expertise needed for delivering the planned outputs under the four project components; and
- Managing, supervising and monitoring the work of the international teams and ensuring that the deliverables are technically sound and consistent with the project requirements.

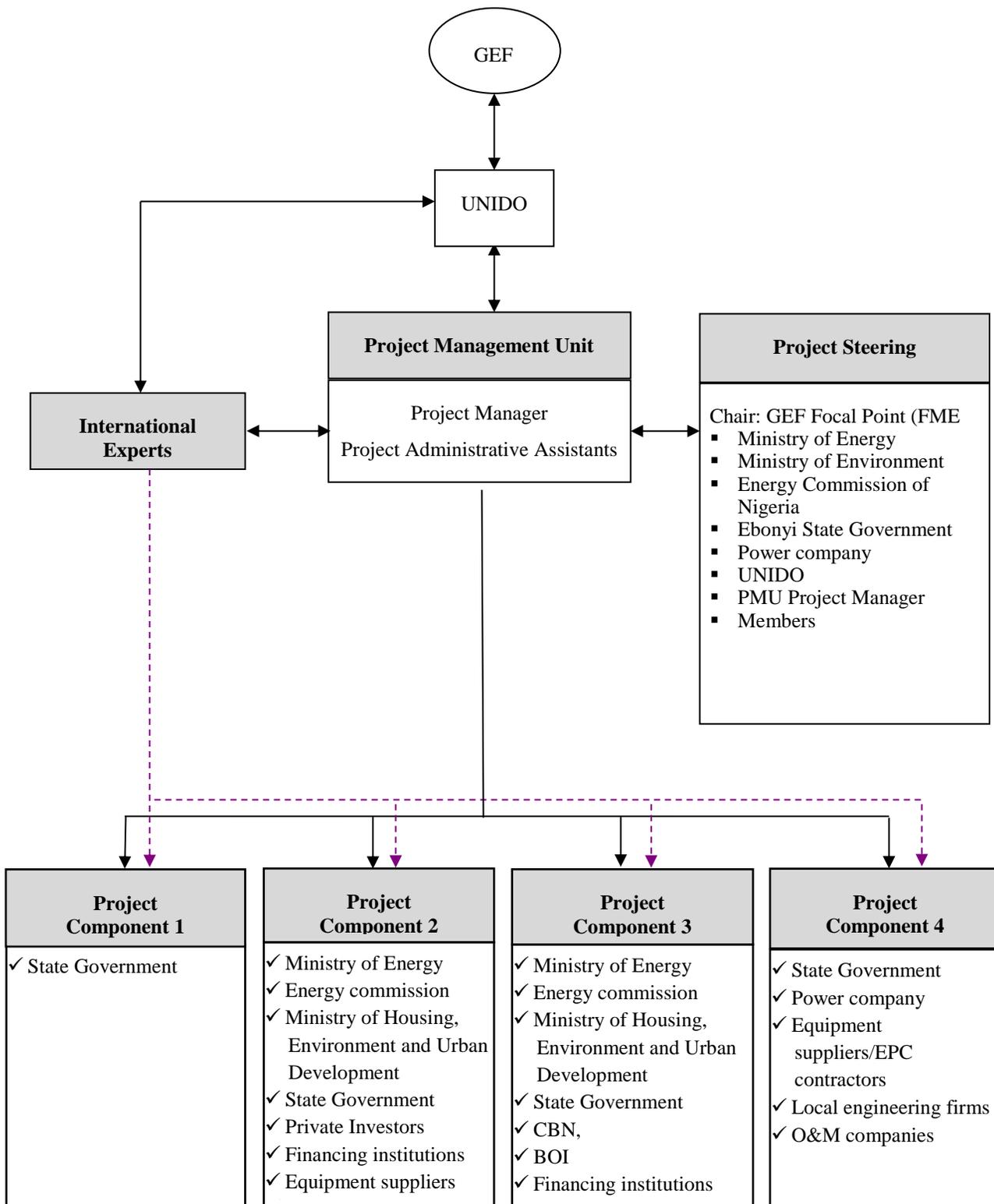
A Project Management Unit (PMU) has been established within the Energy Commission of Nigeria. The PMU consist of a Project Manager (PM) and the Project Administrative Assistant (PAA). The responsibilities of PMU are as follows:

- Coordination of all project activities carried out by the national experts and other partners by having close association with the Ministry of Energy/State Governments;
- Day-to-day management, monitoring and evaluation of project activities as per planned project work; and
- Organization of the various seminars and trainings to be carried out under Project Components 2, 3 and 4.

Since the implementation of the project, the PMU has received the necessary management and monitoring support from UNIDO and the monetary support from GEF and counterparts.

A Project Steering Committee (PSC) has been established. This committee has being reviewing progress of project implementation, to facilitate co-ordination among project shareholders and to maintain transparency in ensuring ownership and to provide support for the sustainability of the project. The PSC has a balanced representation from key stakeholders including counterpart Ministries, public institutions and private sector representatives and UNIDO. The committee is chaired by the GEF Focal point (Operations) and meets twice a year.

A detailed work plan for the entire duration of the project has been developed by UNIDO in collaboration with the PMU, State Governments and international teams of experts. The working plan is used as management and monitoring tool by PMU and UNIDO and it is to be reviewed and updated appropriately on a biannual basis. Figure 1 presents a summary of the project implementation



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

The findings of the Mid-Term Review (MTR) of the "Mini grid based renewable energy (biomass) sources to augment rural electrification" Project in Nigeria is summarized in the following paragraphs.

The MTR team consisted of an external team of independent evaluators - international expert Mr. Marjan Mihajlov and national expert Mr. Benjamin Aniakor. The MTR was conducted in the period of 01.05.2015 – 30.06.2015. It assesses project performance and progress against the evaluation criteria: relevance, effectiveness, efficiency, sustainability and impact.

The overall objective of the review is to provide information to the key question of the mid-term review - to what extent the project is achieving the expected results at the time of the mid-term review, i.e. to what extent the project has promoted renewable energy (biomass) based mini-grid as an alternative to diesel based energy generation systems in Nigeria.

Findings and recommendations

The key findings of this Mid Term Review are summarized upon evaluation criteria and recommendations and presented accordingly.

Key Findings.

Relevance. The Project is very consistent with the focal areas/operational program strategies of GEF and very relevant to the national development and environmental priorities and strategies of the Government and population of Nigeria, and regional and international agreements.

The Project has been identified as relevant at the time of its conception and preparation, considering the energy situation. Now, the Project is even more relevant having in mind the wide gap between energy supply and demand and the cost of energy in Nigeria.

Design. The Project has a very good design which is in line with the national developmental needs of the country considering the power shortfall and adequate to address the problems at hand. It has been based on the outcome of various studies and verifications conducted by both external and internal consultants. The preparatory process has been based on wide consultations and participatory approach involving relevant national counterparts and beneficiaries participating in the identification of critical problem areas and the development of technical cooperation strategies.

The project has a very clear thematically focused development objective, formulated based on the logical framework approach which was found to be adequate but it may requires to be reviewed considering the delay in implementation over time.

Although the design is simple and fits the needs, it is not completely clear in terms of the outcomes and outputs as they seem to be mixed in some instances, and the targets and indicators do not look sufficiently precise as they are not SMART, again in some instances.

Effectiveness. At the time of the MTR, the Project seems to be partly satisfactory in the light of successful project implementation. All the activities of the first period but the demo project were implemented in a very satisfactory way. However, due to the circumstances explained further in the Report, there is significant delay on the commencement of the construction of the biomass power plant.

In terms of achievement of the outcomes and expected behavioural changes, it must be noticed that although the Project is somewhere in the middle and there is a delay on the demo project implementation, there are noticeable benefits. The awareness about the project and the expected results it seems to be higher, the stakeholders are more confident in the outcomes particularly now when the relevance of the Project is bigger.

Efficiency. All component activities foreseen to be implemented in the first period have been implemented within the expected time frame including all preparatory activities for the demo project, except for the construction activity itself.

Sustainability. There are no issues that may pose significant possible risk affecting the sustainability of the Project. In financial terms, considering the commitments expressed so far and the resources invested in the Project, it is not much likely that the change of the Government would pose risk on the financial commitments to the Project. However, it is necessary UNIDO to follow up on this issue and to get a reaffirmation on the position from the owner's side.

M&E. The project has a plan for M&E which includes the Project Results Framework, the annual work plans as well as detailed progress and activity reports. The plan also includes and budgets for a mid-term evaluation and a final project evaluation.

The main concern is related with the M&E design and that is some indicators /targets are not reflective of the related outcomes and are not SMART in some instances.

Project management has been successfully carried out by the UNIDO Project Manager. On the side of the PMU, the absence on the position of national Project coordinator seems to affect on the coordination and information.

Key Conclusions

UNIDO's Mini grid based renewable energy sources to augment rural electrification Project is an excellent and very important concept with a numerous benefits on different levels. The Project is very in line with country's national strategic plans on energy, environment and socio-economic level. The Project for sure will bring great number of economic, institutional, social and environmental benefits on a local, regional and national level.

At this stage it is essential that all stakeholders give a good push within their roles and responsibilities. It is an opinion of the review team that there is no significant technical barrier that can stand on the way of the implementation once the first milestone payment is done by the owner of the Project.

However, there is room for improvement for each of the parties. UNIDO and the stakeholders need to make one good push on the implementation in order to overcome the most important obstacle – the first payment. Also, there is room for improvement in the management and coordination particularly having in mind that more important part of the project is yet to come in the second period.

6. Budget information

Table 1. Financing plan summary

\$	<i>Project Preparation</i>	<i>Project</i>	<i>Total (\$)</i>
Financing (GEF / others)	60,000	2,621,800	2,681,800
Co-financing (Cash and In-kind)	Click here to enter text.	11,935,000	11,935,000
Total (\$)	60,000	14,556,800	14,616,800

Source: Project document / progress report

Table 2. Financing plan summary - Outcome breakdown³

Project outcomes	Donor (GEF/other) (\$)	Co-Financing (\$)	Total (\$)
1. Mapping and selection of potential biomass site for development	100,000	200,000	300,000
2. Demonstration of techno economic viability of biomass based mini grid	2,000,000	10,575,000	12,575,000
3. Strengthening of financial, policy and institutional mechanisms to support RE based mini grid systems	100,000	200,000	300,000
4. Capacity development for replication of RE mini grids technologies developed.	221,800	500,000	721,800
5. Project management	200,000	460,000	660,000
Total (\$)	2,621,800	11,935,000	14,556,800

Source: Project document / progress report

Table 3. Co-Financing source breakdown

Name of Co-financier (source)	In-kind	Cash	Total Amount (\$)
UNIDO	-	60,000	60,000
Federal Ministry of Environment of Nigeria			2,500,000
Private Sector Investment	9,375,000	-	9,375,000
Total Co-financing (\$)	9,375,000	60,000	11,935,000

Source : Project document

Table 4. UNIDO budget execution (Grant

Items of expenditure	2012	2013	2014	2015	2016	2017	2018	Total expend.
Contractual Services	1,727	-	9,600					11,327
International Meetings	-	-	-	-	13,945	2,913	-	16,858
Local travel	18,899	36,751	36,709	16,957	2,886	9,101	-	121,303

³ Source: Project document.

Items of expenditure	2012	2013	2014	2015	2016	2017	2018	Total expend.
Nat. Consult./Staff	14,741	21,411	48,578	41,192	32,844	8,335	-	167,101
Other Direct Costs	22,289	16,462	25,917	18,857	11,081	1,777	-	96,383
Staff & Intern Consultants	101,479	121,380	29,610	68,176	-	32,086	-	352,731
Train/Fellowship/Study	8,457	-	-	-3	-	9,821	-	18,275
Contractual Services	-	21,473	9,600	1,045,278	47,629	2,088	-	1,126,068
Premises			9,209	648	-	-	-	9,857
Equipment	7,438	149,627	-66	-935	6,402	518	-	162,984
Grand Total	175,030	367,104	169,557	1,190,170	114,787	66,639	-	2,082,887

Source: UNIDO Project Management database as of 11/8/19

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 07 August 2012 to the estimated completion date in 31 May 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

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)

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.

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 5 below provides the key evaluation criteria to be assessed by the evaluation. The details questions to assess each evaluation criterion are in annex 2.

Table 5. Project evaluation criteria

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

#	Evaluation criteria	Mandatory rating
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
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%2018.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 6. Project rating criteria

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

IV. Evaluation process

The evaluation will be conducted from December 2019 to March 2020. 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 December 2019 to March 2020. The evaluation field mission is tentatively planned for January 2020. At the end of the field mission, there will be a presentation of the preliminary findings for all stakeholders involved in this project in Nigeria. The tentative timelines are provided in **Error! Reference source not found.**

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

Table 7. Tentative timelines

Timelines	Tasks
December 2019	Desk review and writing of inception report
beginning of January 2020	Briefing with UNIDO project manager and the project team based in Vienna through Skype
Tentatively in January 2020	Field visit to Nigeria (locations to be arranged at Inception phase)
end of January 2020	Debriefing in Vienna Preparation of first draft evaluation report
February 2020	Internal peer review of the report by UNIDO’s Independent Evaluation Division and other stakeholder comments to draft evaluation report
end of March 2020	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 Nigeria 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 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

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

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

Project Strategy		Objectively verifiable indicators				
		Indicator (quantified and time-bound)	Baseline	Target	Source of verification	Risks and Assumptions
Goal	To reduce and avoid GHG emission from the energy sector of Nigeria.	Incremental CO ₂ emission reduction.	CO ₂ emission due to diesel based power generation.	1. 5 MW of biomass based mini-grid capacity added during the project period.	1. Physical verification of projects in operation. 2. End of project survey.	Continuous support of all participating organizations, State Government and project investors.
Objective of the project	To promote renewable energy (biomass) based mini-grid as an alternative to diesel based energy generation systems in Nigeria	1. 5 MW of biomass based power generation. 2. Investments by financial institutions to biomass projects.	1. No biomass based power plant and mini-grid exists in Nigeria. 2. No practically workable support schemes available in Nigeria for the promotion of biomass projects.	1. 5 MW of biomass power plant capacity established. 2. Policy, regulatory regime established. 3. Replication potential of biomass projects identified.	1. Physical verification of Implemented project. 2. End of project survey.	1. Sustained government / investor support to the agreed project activities. 2. Commitment of Government agencies in building capacity and making policy changes.
Outcome 1	Preparatory works completed for facilitating replication in the identified potential sites.	Feasibility study, business plans and other power plant support/development activities and reports available for the potential replication sites.	No preparatory works for the replication of the biomass power plants have been taken	Techno-economic feasibility studies, business plans and other essential reports for the three identified sites.	Project reports.	Sustained Government support.
Project Component 1- Development of techno-economic feasibility studies and business plans for identified potential sites to facilitate replication.						
Output 1.1	Techno-economic feasibility studies and business plans developed for the 3 identified potential	1. Techno-economic feasibility studies and business plans for the identified sites	1. Techno-economic feasibility studies and business plans not	1. 3 techno-economic feasibility studies and business plans developed for the identified sites.	Project reports.	Sustained Government support.

Project Strategy		Objectively verifiable indicators				
		Indicator (quantified and time-bound)	Baseline	Target	Source of verification	Risks and Assumptions
	sites to facilitate replication.	2. Reports on existing tax schemes, BoI privileges, required licenses and permits, environmental regulations, proposed government schemes, meteorological, seismic data and other relevant data for the implementation for the biomass project feasibility study sites	available for the identified sites. 2. Very little information available on existing set-up and schemes	2. Other compiled reports		
Outcome 2	Acceptance by stakeholders on the technical and financial viability of selected site for setting up the biomass based mini-grid for rural electrification.	Investors ready to invest and agreement signed for implementing the biomass based mini-grid project.	Investors not ready to invest/develop biomass projects in Nigeria due to risks and lack of knowledge.	Investors are ready to invest in the biomass based mini-grid project identified for implementation.	Shareholder agreement.	Investors' support and Government support.
Project Component 2 - Demonstration of techno-economic viability of biomass based mini-grid.						
Output 2.1	A biomass based power plant of 5 MW installed capacity commissioned in the	1. A biomass mini-grid of capacity 5 MW is established. 2. Electricity usage by the consumers.	1. Biomass based mini-grid not in place. 2. Diesel based power generation	1. A biomass based power plant including mini-grid is in operation.	1. Physical verification of biomass power plant project.	Sustained Government / investor support to

Project Strategy		Objectively verifiable indicators				
		Indicator (quantified and time-bound)	Baseline	Target	Source of verification	Risks and Assumptions
	selected site along with mini-grid.	3. CO ₂ emission reduction from biomass electricity usage.	in the absence of biomass based electricity. 3. No biomass electricity available.	2. 25,000 t CO ₂ emission reduction annually from biomass electricity usage. 3. Above 31,000 MWh of annual electricity supply to various users from biomass mini-grid.	2. Records of biomass power plant 3. UNIDO expert report	agreed project activities.
Output 2.2	Capacity on biomass power plant operation and maintenance as well as mini-grid management developed	Trained personals in place for operation and maintenance of the biomass power plant including management of mini-grid.	No local capacity to operate, maintain power plant and mini-grid.	Number of operators identified and trained for the operation and maintenance of power plant and management of mini-grid.	1. Physical verification of operation and maintenance personal in the power plant. 2. Trainings given to operation and maintenance staff.	Sustained investor support to agreed project activities.
Output 2.3	The mini-grid independently monitored, evaluated, lessons learnt and information widely distributed	1. Plant performance study reports. 2. Full scale demonstration site visits and seminars. 3. Dissemination leaflets. 4. Website.	Biomass based mini-grid projects not in place to study the performance and to learn the lessons from.	1. Performance assessment report 2. Full scale demonstration site visits and seminar 3. Website 4. Project leaflet	Performance monitoring report, site visit/seminar, programme evaluation form, seminar material, leaflet, website.	Sustained investor support to visit the project while in operation and data collection.
Outcome 3	Conducive financing and policy environment for promoting	Favourable policy and investment conditions for biomass mini-grid projects.	The existing policy, financing, investment facilities are not adequate and institutional capacity	1. Favourable policy and feed-in-tariff schemes are in place. 2. More and more financing	1. End of project survey 2. Final evaluation	Sustained government support to agreed project activities.

Project Strategy		Objectively verifiable indicators				
		Indicator (quantified and time-bound)	Baseline	Target	Source of verification	Risks and Assumptions
	investments in rural mini-grids in place.		for biomass mini-grid projects are limited.	institutions and investors ready to finance/invest. 3. Increased local capacity of institutions.		
Project Component 3 - Strengthening of financial and policy environment to support RE based mini-grid systems						
Output 3.1	FiT for biomass power in place.	FiT for biomass power plant exporting electricity to national grid in place.	There is no FiT specific to the biomass projects in Nigeria.	FiT is in place for the biomass power projects.	1. End of project survey 2. Final evaluation	Sustained government support.
Output 3.2	Appropriate financing facility developed for RE related projects.	More supportive financing facility in place for RE related projects including biomass power projects.	Financing facility not in place to fund biomass mini-grid projects.	Exclusive financing facility available for RE projects including biomass projects.	1. End of project survey. 2. Final evaluation.	Support from commercial and development banks.
Outcome 4	Capacity of local planners, institutions and experts for RE based mini-grid enhanced.	1. Number of local planners, institutions and experts for RE based mini-grids trained. 2. Establishment of one-stop information centre for biomass/renewable energy	1. Number of local planners, institutions and experts do not have capacity to develop and implement biomass power plant mini-grids. 2. No such centralized information centre available	1. More than 100 persons trained. 2. Establishment and operation of the centre	1. No. of persons trained. 2. Training material 3. Training evaluation report	Sustained support from Government, local planners, institutions and experts for RE based mini-grids.
Project Component 4 - Capacity development for replication of RE mini-grid technologies.						

Project Strategy		Objectively verifiable indicators				
		Indicator (quantified and time-bound)	Baseline	Target	Source of verification	Risks and Assumptions
Output 4.1	Local capacity in designing mini-grid developed	Number of local companies trained on mini-grid design.	Lack of knowledge and experience in mini-grid design for biomass projects.	One training programme for mini-grid design conducted for local companies.	1. No. of persons trained. 2. Training material 3. Training evaluation report	Interest of local electrical companies.
Output 4.2	Experts, planners, and institutions are trained in developing biomass based energy and mini-grid systems	1. Biomass project development and implementation training programme conducted 2. No. of participants benefited from the training 3. Biomass mini-grid project development guide prepared	Lack of knowledge and experience in the development of biomass mini-grid projects in Nigeria.	1. Two biomass project development trainings conducted 2. More than 60 participants trained 3. Biomass mini-grid project development guide prepared. 4.	1.No. of persons trained. 2.Training material 3.Training evaluation report	Sustained support from Government, local planners, institutions and experts for RE based mini-grids.
Output 4.3	Capacity of RE related and financing institutions strengthened.	Number of RE related and financial institutions trained.	Financing institutions lack knowledge on assessment and evaluation of biomass based mini-grid projects. RE institutions lack knowledge and skill in biomass based mini-grids.	Minimum of 5 financing institutions and 2 RE related institutions trained.	1. No. of persons trained. 2.Training material 3.Training evaluation report	Sustained support from Government renewable energy institutions and financial institutions support..

Project Strategy		Objectively verifiable indicators				
		Indicator (quantified and time-bound)	Baseline	Target	Source of verification	Risks and Assumptions
Output 4.4	Capacity of local engineering firms and O&M companies developed in operation and maintenance of biomass power plants and mini-grid systems.	Number of local engineering companies trained in operation and maintenance services.	There is no or very limited local capacity for operation and maintenance of biomass Power plants in Nigeria.	More than 2 local engineering firms ready to provide operation and maintenance service	<ol style="list-style-type: none"> 1. No. of persons trained. 2. Training material 3. Training evaluation report 	Support of local engineering companies.

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 Nigeria
Start of Contract (EOD):	1 December 2019
End of Contract (COB):	31 March 2020
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).</p> <p>Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit.</p> <p>Determine key data to collect in the field and adjust the key data collection instrument if needed.</p> <p>In coordination with the project manager, the project management team and the national technical evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.</p>	<ul style="list-style-type: none"> • 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.</p> <p>Provide guidance to the national evaluator to prepare initial draft of output analysis and review technical inputs prepared by national evaluator, prior to field mission.</p>	<ul style="list-style-type: none"> • 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 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	(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

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

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
	TOTAL	42 days	

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Managerial competencies (as applicable):

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

Core competencies:

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

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

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

Technical and functional experience:

- Minimum of 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.



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 Nigeria
Start of Contract:	1 December 2019
End of Contract:	31 March 2020
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	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>field and prepare key instruments in English (questionnaires, logic models);</p> <p>If need be, recommend adjustments to the evaluation framework and Theory of Change in order to ensure their understanding in the local context.</p>	<p>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
<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

Core competencies:

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

Managerial competencies (as applicable):

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

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in environmental science, engineering or other relevant discipline like developmental studies with a specialization in industrial energy efficiency and/or climate change.

Technical and functional experience:

- Excellent knowledge and competency in the field of environmental management and renewable energies
- 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 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? (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?