



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

## **TERMS OF REFERENCE**

**Independent terminal evaluation**

**UPGRADING THE FISHERY SECTOR IN SOUTH SUDAN**

UNIDO Project ID: 120447

**MARCH 2020**

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# I. Project background and overview

## 1. Project factsheet

<b>Project title</b>	Upgrading the Fishery Sector in South Sudan
<b>UNIDO project ID</b>	120447
<b>Region</b>	Africa
<b>Country</b>	South Sudan
<b>Planned implementation start date</b>	1 April 2014
<b>Planned implementation end date</b>	31 December 2019
<b>Actual implementation start date</b>	1 June 2014 <sup>1</sup>
<b>Actual implementation end date</b>	30 June 2020
<b>Implementing agency</b>	UNIDO
<b>Government coordinating agency</b>	Ministry of Livestock and Fisheries Ministry of Gender and Social Welfare
<b>Donor(s):</b>	Global Affairs Canada
<b>Total project cost (USD), specifying support costs</b>	USD 8,293,709.41
<b>Mid-term review date</b>	September 2018
<b>Planned terminal evaluation date</b>	March – June 2020

(Source: Project documents)<sup>2</sup>

## 2. Project context

South Sudan remains one of the most under-developed countries in the world. The country has a population of 9.6 million<sup>3</sup>, the majority of whom are young and rural, with seventy-two percent below the age of thirty and 83 percent living in rural areas. Although South Sudan's Gross Domestic Product (GDP) in 2012 was US\$ 13.22 billion and saw healthy growth rates of 6 percent for 2011 and 2012, the poverty rate remains at 50.6 percent. The South Sudan UNDAF states that, "at least 80 percent of the population is income-poor, living on an equivalent of less than USD 1 per day. More than one-third of the population is food insecure and even in a good year, 20 percent of households cannot support themselves."<sup>4</sup> According to the South Sudan Centre for Census, Statistics and Evaluation (SSCCE), the average per capita consumption in South Sudan is 100 SPP per month. This drops to 88 SPP per person in rural areas.<sup>5</sup> South Sudan is composed of ten states and is covered by grassland, swamps and tropical rain forest along the banks for the Nile River. The total area of South Sudan is 644,329 km<sup>2</sup>.

<sup>1</sup> Funds transferred to UNIDO on 21 May 2014

<sup>2</sup> Project information data throughout these TOR are to be verified during the inception phase.

<sup>3</sup> FAO/WFP Crop and Food Security Assessment Mission to South Sudan 8 February 2012. p. 7

<sup>4</sup> United Nations Development Assistance Framework for South Sudan 2012-2013. p. 5.

<sup>5</sup> South Sudan Centre for Census, Statistics and Evaluation (SSCCE). Key Indicators for Southern Sudan, 2011. p. 10

The fishery sector provides an important, though secondary, source of food security and livelihood for the peoples of South Sudan. South Sudan has vast wetland area measuring over 29,000 km<sup>2</sup>, with an additional 26,000 km<sup>2</sup> during the rainy season. The wetland area between the communities of Bor and Malakal, known as the Sudd swamps, host over 100 species of fish. Formed by the White Nile, the Sudd swamps cover roughly 15 percent of the total area of South Sudan. The potential for fish harvest in the swamps is estimated at 75,000 tonnes per year – and possibly up to 140,000 tonnes per year – and around 220,000 for South Sudan in total; however, current reported fish landings are estimated at between 30,000 and 40,000 tonnes per year.

There are approximately 35,000 fishers in South Sudan with approximately 10,000 of them full-time.<sup>6</sup> Thousands more individuals are involved part-time in the fishery sector and in secondary activities undertaking processing, transporting and retailing activities. The *Policy Framework and Strategic Plans 2012-2016* of the GRSS Ministry of Animal Resources and Fisheries estimates that 12 percent of the South Sudan population is involved in fishery sector activities.<sup>7</sup> The ANLA 2013 estimates that “some 15-25 percent of the population depends on fishery products as part of their nutritional needs. The contribution of fish proteins to the daily diet could as well reach 80 percent for the population living along permanent swamps.”<sup>8</sup>

The Upper Nile State (UNS) of South Sudan was originally selected as the focal area of the project. As the security situation in UNS remains instable, a tacit understanding was reached between the project financier – the Government of Canada – and the United Nations Industrial Development Organization (UNIDO) to restrict implementation to regions within proximity of Juba, namely in proximity of Juba town, Mangalla, Nimule and Terekeka.

The Ultimate Outcome of the project is to increase food security of children, men and women in targeted regions of South Sudan.

Project implementation started in June 2014 and the initial project end date was 31 December 2019. It was extended till 30 June 2020 to complete the planned activities without additional costs to the donor.

The project document foresees regular monitoring, an independent mid-term review (MTR) and a terminal evaluation (TE).

An independent MTR was carried out in August 2018 , and included a field mission to South Sudan.

### **3. Project expected results**

The expected ultimate outcome of the project is: Increased food security of children, men and women in targeted regions of South Sudan

The project has three expected intermediate outcomes: :

**Intermediate outcome 1:** Increased quantity of both fresh fish, as well as fish products produced by fisher folk, is available for consumption in targeted states

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<sup>6</sup> Interview with independent fishery consultant in South Sudan. 14 October 2012.

<sup>7</sup> Ministry of Animal Resources and Fisheries, GRSS. *The Policy Framework and Strategic Plans 2012-2016*, p. ii.

<sup>8</sup> WFP/FAO. *Annual Needs and Livelihoods Analysis 2012/13*. South Sudan. March 2013. p. 28.

**Intermediate outcome 2:** Increased small-scale business development related to the fishery sector by women in selected fishing communities in targeted states

**Intermediate outcome 3:** Improved fish resource management and delivery of services to the fishery sector by relevant institutions in targeted states

Under the three intermediate outcomes, the project is expected to achieve the following six outcomes:

1. Increased access to fish receiving centres, landing sites and markets for men and women in the targeted states.
2. Increased capacity of male and female fisher folk to sustainably harvest and market quality fish and fish products.
3. Strengthened capacity of women's business associations to support fishery related small-scale business development, particularly in fish processing.
4. Increased capacity of women in fishing communities to participate in SMEs and other related income-generation activities.
5. Increased capacity of targeted institutions to support the development of the fishery sector in the targeted states.
6. Increased capacity of State Ministry of Animal Resources and Fisheries to sustainably manage the fishery resource in the targeted states.

The expected outputs could be seen in the project logic model in Annex 1. Indicators of the outputs and outcomes were also developed to track the achievement of the project results.

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

The project is implemented by a project implementation team, led by a project manager based in Vienna responsible for overall implementation. The implementation team is based on Juba and is led by a Chief Technical Advisor, supported by a National Project Coordinator, as well as technical and administrative staff. The project office is supported by a technical committees comprised of staff from the counterpart ministries and technical institutions, to provide technical guidance on fisheries and gender-related outcomes. A Project Steering Committee is responsible to provide overall guidance to the project, approve annual workplans and reports and deciding on technical and administrative matters of importance to the project.

#### **5. Main findings of the Mid-Term Review**

The MTR found that “[t]he project has made relatively steady progress despite a challenging environment in terms of security, economic deterioration and government counterparts’ very limited operational capacity. The operational context has continued to erode since the beginning of the project in 2014 and this has required flexibility on the part of the project.”<sup>9</sup>

The MTR noted under Intermediate Outcome 1 that two fish markets were constructed and one is currently operational; a landing site in Terekeka completed; a number of training courses were carried out on fish handling, processing and sanitary procedures, with a focus on fish smoking. Under Intermediate Outcome 2, the MTR noted that two large associations have facilities, training courses and that beneficiaries are processing food items and selling at a moderate rate; and training courses on trades and business development had also been provided to seven additional groups, under a cooperation with MASHAV. Under

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<sup>9</sup> Mid-Term Review Report, September 2018

Intermediate Outcome 3, the MTR noted that the project developed a capacity building assessment and guide for the fishery sector, as well as new policy and bill; and that there had been a number of capacity building training courses for counterpart staff. The MTR cautioned, though, that long-term capacity building cannot be assured, as a result of the economic circumstance of the country, that limits the implementation of Ministries' mandates.

The MTR addressed the rate of implementation, noting that the project had taken measures to address the challenge of infrastructure management and business operations, though by doing so had fallen behind to a degree on work plan schedules. Also noted was the project's participatory approach to decision making with the counterparts and its effect on the rate of implementation. Consequently, the MTR concluded that the project still had not delivered on many of its outputs and resulting outcomes as planned.

### 1.1. Recommendations

Based on the MTR findings several recommendations are made. Below are recommendations structured by key stakeholder. The follow-up of the MTR's recommendations to the government, counterpart organizations and donor will be assessed by the Independent Terminal Evaluation team.

#### 1.1.1. UNIDO

The recommendations for UNIDO and actions taken are listed in the below table.

Recommendation	Actions Taken
<p>Consider additional or re-allocation of human resources to focus on specific activities, thematic subjects or geographic areas. Any additional recruitment or re-allocation of human resources should be focused on field implementation. To support the rate of implementation, the project should consider recruiting additional women's entrepreneurship development international consultants on priority activities. Areas that may benefit from international level technical assistance are: civil engineering and Monitoring and Evaluation.</p>	<p>The project recruited two fisheries officers to be placed in Terekeka and Nimule to lead activities in those communities. An international WED consultant was eventually not recruited due to the high level of success already being achieved in this Outcome.</p> <p>A new civil engineer was recruited to support technical outputs and monitoring construction works.</p> <p>A Monitoring and Evaluation short-term international consultant was recruited to examine targets and indicators and means of data collection and management; a national consultant was recruited to support monitoring activities on a regular basis.</p>
<p>Consolidate existing achievements; especially ensure that the completed infrastructures are operational, well managed and economically active by the end of the project.</p>	<p>The project continued to work with stakeholders on a range of infrastructure to increase the sustainability of each. This comprised markets, a landing site and women's associations.</p>
<p>Consider focusing the training for the smaller number of women's groups. Instead of trying to achieve targeted 51</p>	<p>The project focused its attention to the 13 groups.</p>

women's groups, focus on the 22 women's groups which have been already strengthened or registered by the project. This could produce spill-over effects and result in longer-term sustainable results.	
Provide additional guidance and management feedback for the national experts on the ground (Nimule and Terekeka) and ensure closer monitoring.	The project management team sought more frequent communication with field-based staff.
For the remaining period focus the majority of activities on the fisheries area of Terekeka. Consider an increased focus on the fisher folk communities – men and women – directly. Consider an office in Terekeka town, or possibly use a room at the landing site.	The project focused increasingly on activities in Terekeka State, though it did not open a new project office, in part to reduce overhead costs.
To focus on the outreach for the fisher folks in terms of improved infrastructure and practical training targeted to post-harvest loss of fish.	The project reached a high number (718) of fisher folk in fishing areas and survey additional communities and camps – 40 in total.
Follow-up support to MASHAV-trained groups is needed if the groups selected are to benefit from the MASHAV training courses. A highly skilled trainer is recommended in women's entrepreneurship development to provide technical support.	The project recruited two national trainers to follow-up with MASHAV-trained groups. Three groups were selected for further upgrading.
Maintain constant and close communication with the government stakeholders in the national, state and city level. Set a monthly briefing meeting at the level of Director General. Also communicate closely with other development agencies to exchange ideas, identify synergies and develop areas of cooperation in the fisheries sector.	Close communication was maintained with government stakeholders.
With selected government counterparts and other implementation partners in the sector, examine possible complementary activities to address limited capacity of the public sector to support activities and build long-term capacity. Identify areas where capacity building interventions may be complementary and development joint activities.	New fisheries projects with other development partners are building further on capacity building activities of the project.
Reconsider targets, indicators and data sources as currently stated in the Performance Management Framework (PMF). Some goals are may not be possible in the current economic and security	Targets and indicators were revised as per the recommendation of an international M&E consultant. These were validated by the PSC.

<p>climate; and some indicators are no longer relevant or may be very difficult to obtain. Discuss with the donor a revision of the PMF.</p>	
<p>Consider writing a synopsis and share lessons learnt of the different public-private partnership (PPP) models to manage assets such as markets and women’s centres. Especially KonyoKonyo Fish market and Nimule Market could have an excellent replicability for other development partners in South Sudan. This would strengthen UNIDO’s reputation as a PPP-model and value chain expert.</p>	<p>At present no synopsis is drafted, but as part of the concluding activities of the project, Outcome-level reports are being drafted.</p>
<p>As of September 2018, the project has only 16 months left before its end date December 2019. There are still several outputs to be completed. The project expenditure by July 2018 was USD 5.5 million – just over half – and the remaining budget is about USD 4.48 million. UNIDO, together with the government counterparts, should consider a request to extend project activities on a no-cost basis. UNIDO and Global Affairs Canada (GAC) should assess the work still to be done and what time is needed to ensure outcome level goals are met. The parties should define a work plan and agree to it.</p>	<p>The project was granted a no-cost extension by Global Affairs Canada to 30 June 2020.</p>

### 1.1.2. Government and Counterpart Organizations

- Define together with the UNIDO team which aspects in Intermediate Outcome 3 could be strengthened so there would be some level of continuation in terms of government input by the end of the project.
- To the extent possible, prioritize activities with the fisheries project to ensure rapid decision making.
- Examine the possibility of bringing together development partners in the fishery sector and leading a workshop to identify areas where capacity building interventions could work in unison to develop capacity.
- Continue working closely with the project team in the national, state and city level to ensure that the project inputs are sustainable. Emphasize sustainability and self-reliance when addressing project beneficiaries.
- Continue information sharing with the other government institutions, the private sector, local communities and donor agencies to share ideas, create synergies and ensure coherence of development partner interventions in the country.
- Continue actively participating in the decision-making bodies such as the technical advisory groups and the project’s steering committee. In addition to technical working group meetings and ad-hoc meetings, set monthly update meetings with the project team, take meeting minutes.

### 1.1.3. Donor

- Discuss with UNIDO about the MTR’s findings (including revised PMF) and what would the most important activities to be focused for the remaining project period from the GAC policy objective perspective.
- Reconsider targets, indicators and data sources as currently stated in the Performance Management Framework (PMF). Some goals may not be possible in the current economic and security climate; and some indicators are no longer relevant or may be very difficult to obtain. Discuss with UNIDO a revision of the PMF.
- Consider regular update meetings with the project team in Juba. Thirty minutes to one hour per month is sufficient.
- Consider an extension of project activities on a no-cost basis. GAC and UNIDO should assess the work still to be done and what time is needed to ensure outcome level goals are met. The parties, including the government representatives should define a work plan and agree to it.

### 1.2. Key Lessons Learned

- The project implementation in the economically deteriorating country context requires a careful balance between meeting objectives in a timely manner, and also ensuring the overall quality of the interventions.
- Time planning: very few of the activities witnessed had proceeded on the planning schedule. In each instance described by stakeholders, unforeseen challenges arose to delay implementation. When planning future activities, a generous amount of “miscellaneous time” should be allocated to each activity to provide a more realistic time planning.
- In the comprehensive value chain approach, share information and work closely with other development agencies and private sector partners so they could possibly continue, leverage or have spin-offs from some of the project’s outputs and outcomes.
- In a country with years of humanitarian aid, the implementation environment is complicated. It was noted that many beneficiaries appeared to feel that it was the project’s duty to provide inputs such as training and equipment as an end in itself. The outcome level objective – a change.”

## 6. Budget information

Table 1. Project budget by component

<b>Project outcomes*</b>	<b>Total (in USD)</b>
1. Increased quantity of both fresh fish, as well as fish products produced by fisher folk, is available for consumption in targeted states	<b>3,249,226.23</b>
2. Increased fish processing and small-scale business development by women in selected fishing communities.	<b>1,344,949.22</b>
3. Improved resource management and delivery of services to the fishery sector by targeted institutions.	<b>2,627,357.45</b>
<b>Total (in USD) Excluding PSC (13%)</b>	<b>7,221,532.90</b>

Source: Project document

\* Note: M&E budget is \$191,500 and are incorporated into the outcomes.

Table 2. UNIDO budget execution<sup>10</sup> (Grant No.: 2000002606)

Items of Expenditure	Total Expenditure
Contractual Services	1,790,985.29
Equipment	656,928.88
International Meetings	17,715.63
Local travel	218,886.43
Natl. Consult./Staff	1,342,167.90
Intl. Consult./Staff	2,134,812.94
Other Direct Costs	312,019.92
Premises	413,346.91
Staff and Intern	-
Staff Travel	208,977.43
Train/Fellowship/Study	110,397.43
<b>Grand Total</b>	<b>7,221,532.90</b>

Source: UNIDO. ERP database as of 20 January 2020

## II. Scope and purpose of the evaluation

The purpose of the evaluation is to assess whether the project has achieved or is likely to achieve its main objective, i.e. Increased food security (FS) of children, men and women in targeted states and to what extent the project has also considered sustainability and scaling-up factors for increasing contribution to sustainable results and further impact. The independent terminal evaluation (TE) will cover the whole duration of the project from its starting date in June 2014 to the estimated completion date in June 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.

In terms of effectiveness, the evaluation will assess the achievement of the project expected results both at outcome and output levels. It will also assess the extent to which the MTR recommendations have been addressed by the project management team, counterparts and other key stakeholder.

## III. Evaluation approach and methodology

The TE will be conducted in accordance with the UNIDO Evaluation Policy<sup>11</sup> and the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle<sup>12</sup>.

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

<sup>10</sup> Disbursement: Expenditure, incl. commitment

<sup>11</sup> UNIDO. (2015). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/(M).98/Rev.1)

<sup>12</sup> UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006)

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, stakeholders including target groups.
- (c) **Field visit** to project sites in South Sudan<sup>13</sup>.
  - Project sites include: Juba, Kondokoro Island (vicinity of Juba), Mangalla, Nimule (with fishing camps with a 20-minute drive of town), and Terekeka (with fish camps with a 20-minute drive and/or 45-minute boat ride).
  - On-site observation of results achieved by the project, including interviews of actual and potential beneficiaries changes as a result of the project, whether positive or negative.
  - Interviews with the relevant UNIDO Country Office(s) representative to the extent that he/she was involved in the project, and the project's management members and the various national [and sub-regional] authorities dealing with project activities as necessary.

## 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?

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<sup>13</sup> The evaluation field mission programme will be specified in the inception report, including the specific project sites to visit and the duration.

- 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? To what extent women in the targeted fishery communities have been empowered, in terms of economic and social dimensions (e.g. skills, capacity, income...)? What have been the positive and negative changes to women’s economic empowerment as a result 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. **Error! Reference source not found.** below provides the key evaluation criteria to be assessed by the evaluation. The details questions to assess each evaluation criterion are in annex 2 of UNIDO [Evaluation Manual](#). The evaluation team leader will select the suitable questions to address in this evaluation in an evaluation matrix in the inception report.

Table 1. Project evaluation criteria

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

### 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 Table 6.

Table 2. 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 April to June 2020, depending on the global situation of the Corona Virus Covid-19 which has restricted international travel at the moment. The evaluation will be implemented in five phases which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- ✓ 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.
- ✓ Desk review and data analysis;
- ✓ Interviews, survey and literature review;
- ✓ Country visit;
- ✓ Data analysis, report writing, report validation with stakeholders. IED Final evaluation report issuance and distribution with the respective management response sheet and further follow-up, and publication of evaluation report in UNIDO intra/internet sites

#### V. Evaluation team composition

The evaluation team will be composed of one international evaluation expert acting as the team leader (TL), one national evaluation expert. The evaluation team members will possess relevant strong experience and skills on evaluation management and conduct together with expertise and experience rural development and fisheries. All consultants will be contracted by UNIDO.

The tasks of each team member are specified in the job descriptions annexed to these terms of reference. 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 South Sudan will support the evaluation team.

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.

## VI. Time schedule

Once the travel restriction caused by covid-19 is lifted, the evaluation field mission will take place. At the end of the field mission, there will be a presentation of the preliminary findings for all stakeholders involved in this project in South Sudan.

After the evaluation field mission, the evaluation team 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 donor and other stakeholders for comments and factual validation. The TL 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 3. Key evaluation steps

<b>Tasks</b>
Finalization of TOR and recruitment of the evaluation team
Desk review and writing of inception report
Briefing with UNIDO project manager and UNIDO Independent Evaluation Division in Vienna
Field visit to South Sudan
Debriefing in Vienna
Preparation of first draft evaluation report
Internal peer review of the report by UNIDO's Independent Evaluation Division and other stakeholder comments to draft evaluation report
Final evaluation report

## VII. Evaluation deliverables

### **Inception report**

This Terms of Reference (ToR) provides some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with the project manager, the Team Leader will prepare, in collaboration with the national consultant, a short inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type of and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Manager.

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); division of work between the International Evaluation Consultant and national consultant; mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable<sup>14</sup>.

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

The draft report will be delivered to UNIDO’s Independent Evaluation Division (the suggested report outline is in Annex 4) and circulated to UNIDO staff and national stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report provided by the stakeholders will be sent to UNIDO’s Independent Evaluation Division for collation and onward transmission to the project evaluation team who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

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).

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. UNIDO’s 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

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<sup>14</sup> The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by the UNIDO ODG/EVQ/IEV.

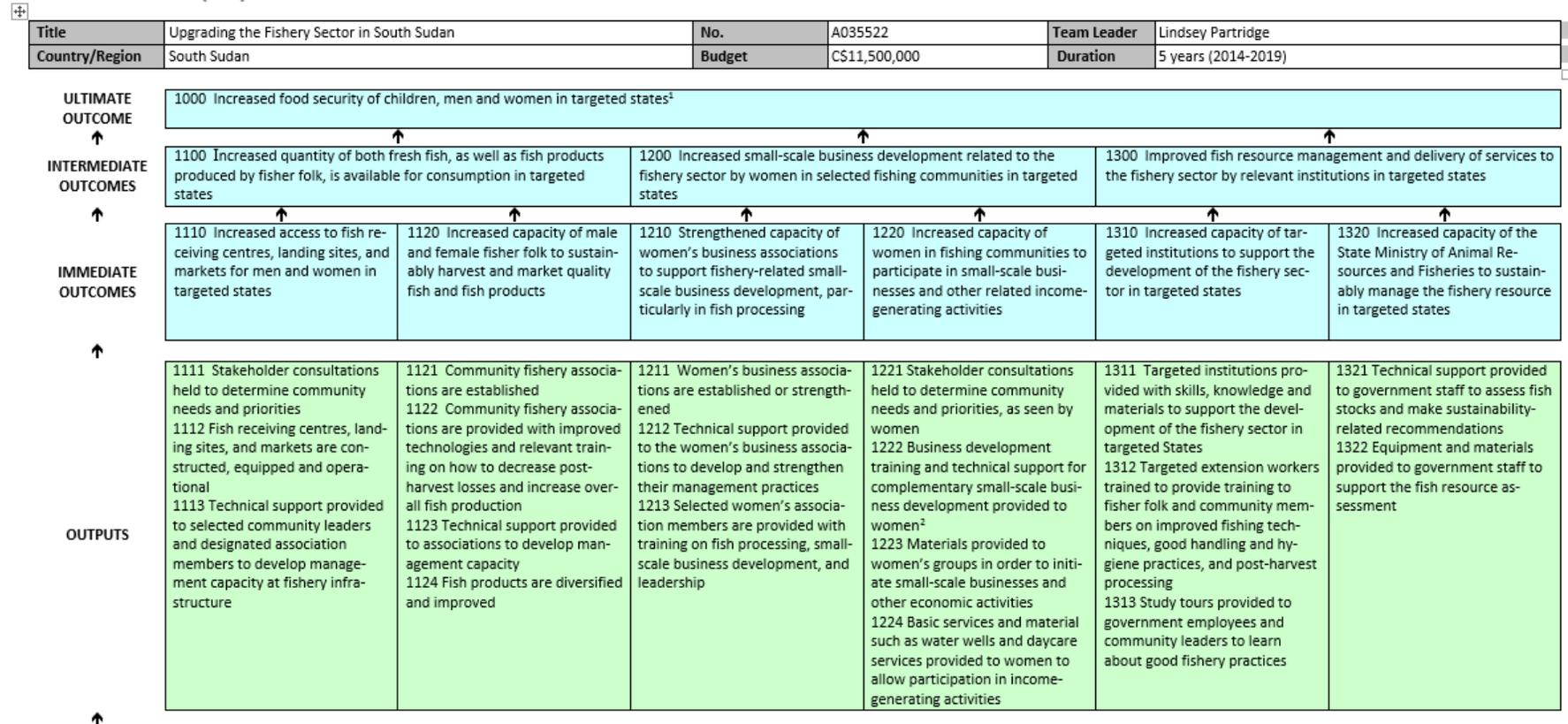
UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Independent Evaluation Division, which will issue and circulate it within UNIDO together with a management response sheet, as well as submit to relevant stakeholders as required.

## Annex 1: Project results framework

### LOGIC MODEL (LM)

Version: Final

Date: 2 Dec 2013



<sup>1</sup> Targeted States are Central Equatoria State and Eastern Equatoria State as of March 2015.

<sup>2</sup> Complementary small-scale business development may include, but is not limited to, general goods store operation, commercialization of agricultural production (vegetable and cereals sales), tailoring and restaurant/catering operations.

LOGIC MODEL (LM)

Version: Final

Date: 2 Dec 2013

ACTIVITIES

<p>1111 Consult with stakeholders to determine development priorities                  1112 Construct and equip fish receiving centres, landing sites, and retail markets                  1113 Provide technical support to communities to develop management capacity</p>	<p>1121 Establish community fishery associations                  1122 Provide improved fishing technologies to targeted fishing communities                  1123 Provide technical support to associations to develop management capacity                  1124 Provide technical support and information to diversify market channels and improve fish products</p>	<p>1211 Provide technical support to establish and strengthen women's business associations                  1212 Provide technical training to develop management capacity of women's business associations.                  1213 Provide business development training for fish processing and small-scale business development to selected women's association members</p>	<p>1221 Hold stakeholder consultations with communities to determine development priorities                  1222 Provide business development training and technical support for complementary small-scale business development to women's association members                  1223 Provide materials to women's groups to initiate small-scale businesses and other related economic activities                  1224 Provide basic services such as water wells and daycare to women to allow them to participate in income-generating activities</p>	<p>1311 Provide skills, knowledge, and materials to relevant institutions for the development of the fishery sector                  1312 Provide training to targeted extension workers on improved fishing techniques, good handling and hygiene practices, and post-harvest processing                  1313 Undertake study tours for government staff and community leaders to learn about good fishery practices</p>	<p>1321 Provide technical support to government staff to assess fish stocks and make sustainability-related recommendations                  1322 Provide equipment and materials to government staff to support the fish stock assessment exercise</p>
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## Annex 2: Job descriptions

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

<b>Title:</b>	International evaluation consultant, team leader
<b>Main Duty Station and Location:</b>	Home-based
<b>Missions:</b>	Missions to Vienna, Austria and South Sudan
<b>Start of Contract (EOD):</b>	[dd/mm/yyyy]
<b>End of Contract (COB):</b>	[dd/mm/yyyy]
<b>Number of Working Days:</b>	27-35 working days spread over 2 months

#### 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. Evaluation is an assessment, as systematic and impartial as possible, of a programme, a project or a theme. 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

Detailed background information of the project can be found the terms of reference (TOR) for the terminal evaluation.

The international evaluation consultant/team leader will evaluate the project in accordance with the evaluation-related terms of reference (TOR). He/she will perform, inter alia, the following main tasks:

<b>MAIN DUTIES</b>	<b>Concrete/ Measurable Outputs to be achieved</b>	<b>Working Days</b>	<b>Location</b>
Undertake a desk review of project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data); determine key data to collect in the field and adjust the key data collection instruments accordingly (if needed); Assess the adequacy of legislative and regulatory framework relevant to the project's activities and analyze other background info.	<ul style="list-style-type: none"><li>• Division of evaluation tasks with the National Consultant</li><li>• An adjusted table of evaluation questions, depending on country specific context</li><li>• A draft list of stakeholders to be interviewed during the evaluation field mission</li><li>• A brief assessment of the adequacy of the country's legislative and regulatory framework</li></ul>	5 days	Home-based

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
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, detailed evaluation methodology confirmed, draft theory of change, and tentative agenda for field work	Inception report submitted to the evaluation manager	3	Home-based
Briefing with the UNIDO Independent Evaluation Division, project managers and other key stakeholders at UNIDO HQ.	<ul style="list-style-type: none"> <li>• Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to be interviewed and planned site visits) submitted to evaluation and project manager</li> </ul>	2 days	Vienna, Austria
3. Undertake evaluation field mission <sup>15</sup> to consult field project stakeholders, partners and beneficiaries to verify and complete preliminary evaluation findings from desk review and assess the institutional capacities of the recipient country	<ul style="list-style-type: none"> <li>• Field mission conducted</li> <li>• Evaluation/debriefing presentation of the evaluation's preliminary findings prepared, draft conclusions, recommendations and lessons learnt to stakeholders in the country, at the end of the mission</li> <li>• Agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks</li> </ul>	6-10 days	Juba, South Sudan
4. Debriefing mission: Present preliminary findings, recommendations and lessons learnt to project stakeholders at UNIDO HQ for factual validation and comments Hold additional meetings with and obtain additional data from evaluation/project manager and other stakeholders as required	<ul style="list-style-type: none"> <li>• Power point presentation</li> <li>• Feedback from stakeholders obtained and discussed</li> <li>• Additional meetings held as required</li> </ul>	2 days	Vienna, Austria
5. Prepare the draft evaluation report, with inputs from the National Consultant, and in accordance with the evaluation TOR Submit draft evaluation report to the evaluation manager for feedback and comments	<ul style="list-style-type: none"> <li>• Draft evaluation report submitted to evaluation manager for review and comments</li> </ul>	6/8 days	Home-based

<sup>15</sup> The exact mission dates will be decided in agreement with the Consultant, UNIDO HQ, and the country counterparts.

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
6. Revise the draft evaluation report based on comments and suggestions received through the evaluation manager and edit the language and finalize the evaluation report according to UNIDO Independent Evaluation Division standards	Final evaluation report submitted to evaluation manager	3/5 days	Home-based
Prepare a two pages summary of a take-away message from the evaluation	Two pages summary take-away message from the evaluation submitted to the evaluation manager		
	<b>TOTAL</b>	<b>27/35 days</b>	

#### MINIMUM ORGANIZATIONAL REQUIREMENTS

**Education:** Advanced degree in environment, energy, engineering, evaluation, development studies or related areas

**Technical and functional experience:**

- Minimum of 10 years' experience in evaluation and/or agribusiness, fisheries or rural development project management (of development projects), including social and gender safeguards
- Experience in the agribusiness 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.

**Reporting and deliverables**

- 1) At the beginning of the assignment the Consultant will submit a concise Inception Report that will outline the general methodology and presents a concept Table of Contents
- 2) The country assignment will have the following deliverables:
  - Presentation of initial findings of the mission to key national stakeholders
  - Draft report
  - Final report, comprising of executive summary, findings regarding design, implementation and results, conclusions and recommendations
- 3) Debriefing at UNIDO HQ:
  - Presentation and discussion of findings
  - Concise summary and comparative analysis of the main results of the evaluation report

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.

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

<b>Title:</b>	National evaluation consultant
<b>Main Duty Station and Location:</b>	Home-based
<b>Mission/s to:</b>	Travel to potential sites within South Sudan
<b>Start of Contract:</b>	[dd/10/2019]
<b>End of Contract:</b>	[dd/11/2019]
<b>Number of Working Days:</b>	25-30 days spread over 2 months

### 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. Evaluation is an assessment, as systematic and impartial as possible, of a programme, a project or a theme. 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. The UNIDO Independent Evaluation Division is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

### PROJECT CONTEXT

Detailed background information of the project can be found the terms of reference (TOR) for the terminal evaluation.

As evaluation team member, the national evaluation consultant will evaluate the project according to the terms of reference (TOR) under the leadership of the team leader (international evaluation consultant). S/he will perform, inter alia, the following main tasks:

<u>MAIN DUTIES</u>	<b>Concrete/measurable outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
<p><b>Desk review</b> Review and analyze project documentation and relevant country background information; in cooperation with the team leader, determine key data to collect in the field and prepare key instruments in Russian (questionnaires, logic models) as required If need be, recommend adjustments to the tools in order to ensure their understanding in the local context Coordinate and lead interviews in local language and assist the team</p>	<ul style="list-style-type: none"> <li>• A list of evaluation questions; questionnaires /interview guide; logic models adjusted to ensure understanding in the national context</li> <li>• A list of key data available; and to be collected</li> <li>• A brief assessment of the adequacy of the country's legislative and regulatory framework in the context of the project</li> <li>• Input to inception report</li> </ul>	7 days	Home-based

<b><u>MAIN DUTIES</u></b>	<b>Concrete/measurable outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
<p>leader with translation where necessary</p> <p>Analyze and assess the adequacy of legislative and regulatory framework, specifically in the context of the project's objectives and targets</p>			
<p><b>Coordination of evaluation field mission</b> 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> <p>Assist and provide detailed analysis and inputs to the team leader in the preparation of the inception report</p>	<ul style="list-style-type: none"> <li>Detailed evaluation schedule</li> <li>List of stakeholders to be interviewed during the field mission</li> </ul>	6 days	Home-based (telephone interviews)
<p><b>Participation in interviews during evaluation field missions</b></p>	<ul style="list-style-type: none"> <li>Interview notes</li> <li>Input to presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission</li> </ul>	6-10 days	Home based, including in-country project sites
<p><b>Draft evaluation report</b></p> <p>Prepare inputs and analysis to the evaluation report according to TOR and as agreed with the team leader</p>	Inputs to the draft evaluation report submitted to evaluation team leader	4 days	Home-based
<p><b>Final evaluation report and summary take-away message</b></p> <p>Contribute to the finalization of the evaluation report on basis of comments and suggestions received through the evaluation team leader</p> <p>Contribute to the preparation of a two pages summary of a take-away message from the evaluation</p>	Inputs to the Final evaluation report submitted to evaluation team leader	2-3 days	Home-based
<b>TOTAL</b>		<b>25-30 days</b>	

REQUIRED COMPETENCIES

**Core values:**

1. Integrity
2. Professionalism
3. Respect for diversity

**Core competencies:**

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

**Managerial competencies (as applicable):**

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

**MINIMUM ORGANIZATIONAL REQUIREMENTS**

**Education:** Advanced university degree in in agribusiness, fisheries or rural development, evaluation or other relevant discipline like developmental studies.

**Technical and functional experience:**

- Exposure to the needs, conditions and problems in developing countries.
- Familiarity with the institutional context of the project is desirable.
- Experience in the field of environment and energy, including evaluation of development cooperation in developing countries and social and gender safeguards is an asset

**Languages:** Fluency in written and spoken English and local languages 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 3: 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. Overall 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 4: 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?

## Annex 5: Checklist on evaluation report quality

Project title:

UNIDO Project ID: 120447

### Evaluation team

Evaluation team leader:

National evaluation consultant:

Evaluation manager (IED):

Quality review done by:

Date:

Report quality criteria	UNIDO Independent Evaluation Division 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.