



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

**OFFICE OF EVALUATION AND INTERNAL OVERSIGHT**

FINAL DRAFT

## **TERMS OF REFERENCE**

**Independent thematic evaluation**

**UNIDO Investment and Technology Promotion Offices' network**

**MARCH 2020**

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## **I. ITPO Network background and overview**

### **Background**

In 1986, UNIDO introduced the very first Investment Promotion Services, which would become the UNIDO Network of Investment and Technology Promotion Offices (ITPOs). Since then, UNIDO ITPOs have contributed to reducing development imbalances by brokering investment and technology agreements between developed, developing countries and countries with economies in transition. Located in different hemispheres, the specialized network of UNIDO ITPOs is to open up opportunities for investors and technology suppliers to find potential partners and to offer unique services to both entrepreneurs and business institutions. Through the network, UNIDO working relations with private sector enterprises offer a window of investment and technology opportunity for industrialized nations that would otherwise be unavailable.

Currently, the ITPO global network is comprised of nine independent Investment and Technology Promotion Offices in eight countries worldwide, i.e., in Bahrain (Manama), P.R. China (Beijing and Shanghai), Germany (Bonn), Italy (Rome), Japan (Tokyo), Nigeria (Lagos), Republic of Korea (Seoul), and in the Russian Federation (Moscow). As such, the ITPO global network represents a unique asset for UNIDO, giving it a distinct edge over other organizations involved in investment and technology promotion.

### **Providing professional support to enterprises for partnership and business negotiations**

ITPOs guide potential investors from their host countries and from developing countries at each stage of the investment cycle, from project identification through appraisal to implementation. In doing so, ITPOs offer a full package of up-to-date information on screened and validated investment opportunities, including manufacturing facilities and technology supply sources. ITPOs also provide first-hand knowledge on how to do business in local environments, including on legal and economic aspects.

### **Operating the Delegate programme for investment and technology promotion**

Within this programme, ITPOs host officials from developing countries and economies in transition to give them hands-on training in investment promotion techniques to equip delegates with promotion portfolios of screened investment and technology opportunities from their own countries. Thereafter, delegates act as contact points between their countries and potential foreign partners.

### **Networking**

ITPOs benefit from intra-organizational linkages with other UNIDO networks that operate worldwide, including the UNIDO International Technology Centres (ITCs), Subcontracting and Partnership Exchanges (SPXs), the numerous Export Consortia and the joint UNIDO/ UNEP National Cleaner Production Centres (NCPCs), and more recently from UNIDO's Programme for Country Partnership (PCP). Thus, providing value-added services to clients and partners. Furthermore, through the AfriPAnet operations and the UNIDO Investment and Technology Promotion Programme for Africa, ITPOs enjoy strong partnerships with a number of national Investment Promotion Agencies (IPAs) in African countries. More broadly, ITPOs regularly interact with both, public and private entities that foster international business cooperation and partnerships.

## II. Objectives and scope of the evaluation

The evaluation has three specific objectives:

- i. Assess the ITPO network performance in terms of relevance, effectiveness, efficiency, sustainability and progress to impact;
- ii. Assess specific ITPOs as case studies to provide lessons and recommendations for their next extensions. Preliminarily, such case studies are planned for the ITPOs **Shanghai, Seoul, Moscow and Bonn**.
- iii. Identify key findings, recommendations and lessons learned to feed into the design and implementation of future phases related to operational ITPOs, and of future ITPOs and related UNIDO services.

With this in mind, the scope of the thematic evaluation will encompass:

- The UNIDO ITPO network framework (policies, strategies, roles and responsibilities, and processes related to its operation);
- ITPO network as a whole, its relevant policies, strategies and processes that affect the design, development, implementation and monitoring of ITPO services under the current ITPO framework;
- Organizational arrangements and coordination of ITPO services within UNIDO headquarters and at country level with the respective UNIDO representation(s), among ITPOs, with other UNIDO networks (e.g., ITC, SPX, RECP), and with partner agencies and institutions
- Assessments of specific ITPOs that are due for a mandatory independent evaluation in form of single case studies as an important input to the thematic evaluation **(additional specific details on the assessment of each ITPO will be prepared separately, and in coordination with each ITPO management and with the ITPO coordination office)**;
- The evaluation will cover the ITPO network operations over the period 2010 to 2019
- For the assessments (individual case studies) of specific ITPOs:
  - ITPO Shanghai will focus on its fifth phase, i.e., September 2017-to date
  - ITPO Seoul will focus on the period January 2017 to May 2020.
  - ITPO Bonn will focus on the period of 2016-to date
  - ITPO Moscow will focus on the period 2015-to date

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

## III. Evaluation approach and methodology

The evaluation will be conducted in accordance with the UNIDO Evaluation Policy<sup>1</sup>, the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation<sup>2</sup> and will be guided by the UNIDO Evaluation Manual<sup>3</sup>.

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<sup>1</sup> UNIDO. (2018). Director General's Bulletin: Evaluation Policy (DGB/2018/08, dated 1 June 2018)

<sup>2</sup> UNEG. (2016). Norms and Standards for Evaluation (June 2016)

<sup>3</sup> UNIDO. (2018). Evaluation Manual (ODG/EIO/IED/16/R.27, March 2018)

The evaluation will be carried out as an independent in-depth evaluation using a participatory approach whereby all key parties associated with ITPO network will be informed and consulted throughout the evaluation. The evaluation team leader will liaise with the UNIDO Office of Evaluation and Internal Oversight and its Independent evaluation division on the conduct of the evaluation and methodological issues.

The evaluation will use a **theory of change** and/or **SWOT analysis** (strengths, weaknesses, opportunities and threats) 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 thematic evaluation should provide an analysis of the attainment of the ITPOs' main objectives and the corresponding outputs and outcomes. Through its assessments, the evaluation team (ET) should enable the concerned governments and donors, counterparts, UNIDO, and other stakeholders to verify prospects for development impact and sustainability, providing an analysis of the attainment of global objectives, projects' objectives, delivery and completion of projects'-related outputs/activities, and outcomes/impacts based on indicators.

The evaluation will follow up on the ITPO network evaluation done in 2010. In order to take stock of what has effectively been done as a response to this evaluation with respect to the following five overall recommendations:

- The ITPOs should be development oriented, aligned to the needs and priorities of target countries and contribute to the strengthening of capacities of partner institutions
- The alignment to UNIDO priority themes needs to be reinforced (in the current context: ISID principles and relevance to SDG 9)
- The ITPO Network should form an integral part of UNIDO
- There is a need for a clear vision and expanded mandate of the ITPO Network
- There should be stronger direction, guidance and monitoring by the ITPO Coordination Unit and improved management by ITPOs

### **Data collection methods**

The ET will be required to use different methods to ensure that data gathering and analysis deliver evidence-based qualitative and quantitative information, based on diverse sources, as necessary: desk studies and literature review, statistical analysis, individual interviews, focus group meetings/discussions, surveys and direct observation. This approach will not only enable the evaluation to assess causality through quantitative means but also to provide reasons for why certain results were achieved or not and to triangulate information for higher reliability of findings. The specific mixed methodological approach will be described in the inception report.

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 ITPOs 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

- Past evaluation reports related to individual ITPOs, the ITPO network and other relevant past UNIDO strategic evaluations relevant to the evaluation subject
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussion. Key stakeholders to be interviewed include:
  - All UNIDO ITPO office heads
  - UNIDO Management and staff involved in the ITPO network coordination; and
  - Representatives of donors and counterparts
- (c) **Field visits** will be conducted as part of the individual case studies and independent assessments of the specific ITPOs as feasible, and will include, inter alia:
  - On-site observation of results achieved by the selects ITPOs, including interviews of actual and potential beneficiaries and stakeholders
  - Interviews with the relevant UNIDO ITPOs staff and government stakeholders and authorities dealing with ITPOs activities as necessary
  - Special consideration will be given to the current situation (i.e., COVID-19) and resulting travel limitations in connection with field visits to ITPO locations (country); data collection instruments are to be considered and adapted by the ET accordingly (e.g., conduct of online survey in lieu of field visit);
- (d) **SWOT analysis:** A SWOT analysis will be considered as a key analytical tool to frame and scope the evaluation.
- (e) **Other** interviews, surveys or document reviews as deemed necessary for triangulation purposes

#### **Key evaluation questions and criteria**

The overall guiding key evaluation questions will be:

- To what extent ITPOs function in an effective network with UNIDO HQ, UNIDO Field Offices and national investment promotion or development agencies?
- What are the distinct roles of ITPOs as parts of the same network?
- What are dominant features in terms of relevance, efficiency, effectiveness, and impact of ITPOs, based on the independent evaluations already carried out and self-assessments of ITPOs
- To what extent does ITPO network add value to UNIDO?
- To what extent are the individual ITPOs operating models similar or different? How solid is the common basis of applied principles, methods, goals, etc.?
- What are the expected benefits of the ITPOs operating within a network?
- Are there any successful cases of ITPO networking (e.g. two ITPOs working together; good partnership between an ITPO and one or several field offices)?
- Is the implementation approach of the ITPOs adequate for a network? (e.g. are the bilaterally funded ITPOs sufficiently manageable for UNIDO or do they respond more to donors than to UNIDO?)

#### **IV. Evaluation process**

The evaluation will be implemented in phases, which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- UNIDO Office of Evaluation and Internal Oversight (EIO) – and its Independent Evaluation Division (EIO/IED) identifies and selects the Evaluation team (ET) members in coordination with the UNIDO responsible for the coordination of ITPOs

- Inception phase
  - ✓ Desk review and data analysis: The evaluation team will review projects'-related documentation and literature and carry out a data analysis
  - ✓ Briefing of consultant(s) at UNIDO Headquarters (HQ)
  - ✓ Preparation of inception report: 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 relevant progress reports and/or assessments
  - ✓ Interviews, survey
- Field phase
  - ✓ Evaluation field visit(s) to selected ITPOs (case studies)
  - ✓ ET debriefing in the respective field countries to individual ITPO stakeholders
- Reporting phase
  - ✓ After field mission, HQ debriefing by the ET leader with preliminary findings, conclusions, recommendations, and lessons learned
  - ✓ Data analysis and writing of draft evaluation four individual assessments reports (case studies), i.e., for ITPO Shanghai (P.R. China), ITPO Seoul (Republic of Korea), ITPO Moscow (Russian Federation), and ITPO Bonn (Germany)
  - ✓ Submission of draft evaluation and case study reports to EIO
  - ✓ Sharing and factual validation of draft reports with stakeholders
  - ✓ Submission of final evaluation and individual assessment (case study) reports and QA/clearance by EIO
  - ✓ Preparation and submission to EIO of a two pages summary take-away message (brief) for each of the reports, and
  - ✓ Snapshot information summarizing key messages for the use in an infographic
- Issuance and distribution by EIO of the final evaluation report with the respective management response sheet(s) and further follow-up, publication of evaluation report in UNIDO intra/internet sites

## V. Evaluation team composition

A staff from the UNIDO Office of Evaluation and Internal Oversight (EIO) will be assigned as Evaluation Manager. He/she will coordinate and provide evaluation backstopping to the evaluation team and will also be part of the evaluation team and, hence, participate in the whole conduct of the evaluation as such. The Evaluation Manager will also ensure the quality of the evaluation throughout its process. The UNIDO responsible for the coordination of ITPOs and Heads of ITPOs will act as resource persons and provide support to the evaluation team and the evaluation manager.

The evaluation team will be composed of at least one international evaluation consultant acting as the team leader, the UNIDO Evaluation Manager, and possibly one national consultant per selected ITPO to be visited for the purpose of individual assessment (case study). The evaluation team members will possess relevant strong experience and skills on evaluation and evaluation management. Expertise and experience in the related technical subject of the ITPOs is desirable. The evaluation consultants will be contracted by UNIDO.

The tasks of each team member are specified in individual terms of reference (job descriptions) in annex 1 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.

## VI. Time schedule

**Update:** In view of the recent context provided by the COVID-19 outbreak, the evaluation process will be extended to and conducted, as much as possible, within a longer period during 2020.

The overall evaluation is scheduled to take place from March to November 2020.

- 1) March-May:
  - Assessment of ITPO Shanghai (on-line), with a field validation when possible later in the year.
  - Assessment of ITPO Bonn, including a field mission.
  - Preliminary data collection and assessment for the network level (online with all ITPOs)
  
- 2) (August-November. **Depending on situation of the COVID-19 outbreak**)
  - Assessment of ITPOs Seoul and Moscow, including field missions
  - Further data collection and analysis to complete the ITPO network level assessment

The draft evaluation report and individual assessment (case studies) reports will be submitted two to four weeks after the end of the mission.

The final evaluation and individual assessment (case study) reports will be submitted two weeks after comments received together with the evaluation brief and the key information as an input for an infographic.

## VII. Evaluation deliverables

### Inception report

This evaluation terms of reference (TOR) provides some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the evaluation-related documentation and having conducted initial interviews with the concerned resource persons (includes responsible staff for the coordination of ITPOs), the international evaluation consultant/team leader will prepare together with the evaluation team member(s), 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 evaluation inception report will focus on the following elements: preliminary 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/team leader and the evaluation team member(s); evaluation field visits to specific ITPOs, mission plans, including places to be visited (if any),



people to be interviewed, and possible surveys to be conducted and a debriefing and reporting timetable<sup>4</sup>.

### **Evaluation report and individual assessment (case study) reports and review procedures**

The draft reports will be delivered to the Evaluation Manager (the suggested report outline is contained in annex 2) and circulated to UNIDO staff and national stakeholders associated with the thematic evaluation and the individual case studies for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft reports provided by the stakeholders will be sent to the Evaluation Manager for collation and onward transmission to the evaluation team leader and the evaluation team members 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 versions of the terminal evaluation report and of the individual assessment (case study) reports.

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 and the individual assessment (case study) reports. A presentation of preliminary findings will take place at UNIDO HQ after the field mission.

The thematic evaluation report and the individual assessment (case study) reports 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 reports must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The reports 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 reports should include an executive summary that encapsulates the essence of the information contained in the main 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 and the individual assessment (case study) reports shall be written in English and follow the outline given in annex 2. The ET should submit the final version of the thematic evaluation report in accordance with UNIDO Evaluation standards.

### **Two pages summary brief**

On the basis of the final versions of the evaluation and the individual assessment (case studies) reports the ET is to prepare and submit to the Evaluation Manager two pages summary take-away messages (brief) in English with the key messages of the thematic evaluation and the individual assessments.

## **VIII. Quality assurance**

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

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<sup>4</sup> The evaluator will be provided with a Guide on how to prepare an evaluation inception report and a Guide on how to formulate lessons learned (including quality checklist) prepared by the UNIDO Independent Evaluation Division.

review of inception report and evaluation/individual assessment (case study) reports, and ensuring that the draft evaluation and individual assessment (case study) reports are factually validated by stakeholders.

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality (annex 3). The draft and final evaluation and assessment (case study) reports are reviewed by the UNIDO Office of Evaluation and Internal Oversight (EIO). The final evaluation report will be disseminated by this office within UNIDO together with a management response sheet, to Member States and relevant stakeholders, and made publicly available from the UNIDO evaluation website.

## Annex 1: Job descriptions

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

<b>Title:</b>	Senior international evaluation consultant and team leader
<b>Main Duty Station and Location:</b>	Home-based
<b>Missions:</b>	UNIDO Headquarters (Vienna, Austria) Selected ITPOs, as needed
<b>Start of Contract (EOD):</b>	[1 March 2020] and [01 August 2020]
<b>End of Contract (COB):</b>	[30 May 2020] and [30 November 2020]
<b>Number of Working Days:</b>	20-25 working days spread over 3 months and later 25-30 days spread over 4 months

#### ORGANIZATIONAL CONTEXT

The UNIDO Office of Evaluation and Internal Oversight (EIO) is responsible for the independent evaluation function in 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. UNIDO Evaluation function 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 evaluation subject can be found in the terms of reference (TOR) for the thematic evaluation of the UNIDO ITPO network.

The Senior international evaluation consultant will lead an evaluation team in the conduct of the independent thematic evaluation of UNIDO's ITPO network. More specifically the evaluation Team Leader is responsible for the duties and deliverables detailed in the table below:

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Excepted duration (in work days)	Location
Desk review of relevant documents related to <ul style="list-style-type: none"> <li>○ UNIDO's ITPO network</li> <li>○ The 4 ITPOs that will be assessed and serve as a case study</li> <li>○ Strategic documents outlining subject-relevant UNIDO policies and the Organization's approach to industrial development in general,</li> </ul>	<ul style="list-style-type: none"> <li>• An adjusted table of evaluation questions for the assessment and the case study visits to selected ITPOs; and for the network</li> <li>• A draft list of stakeholders to be interviewed during the</li> </ul>	5 days	Home-based

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Excepted duration (in work days)	Location
and to investment and technology promotion in particular.	evaluation field missions to the selected ITPOs		
Prepare an inception report which streamlines the specific questions to address the key issues in the TOR, specific methods and data collection tools, detailed evaluation methodology, draft theory of change, and tentative agenda for field work	<ul style="list-style-type: none"> <li>Inception report submitted to the evaluation manager</li> </ul>	5 days	Home-based
Briefing with the UNIDO Office of Evaluation and Internal Oversight, ITPO managers and other key stakeholders at UNIDO HQ	<ul style="list-style-type: none"> <li>Detailed evaluation schedule with tentative missions' agenda (incl. list of stakeholders to be interviewed and planned site visits, if applicable)</li> </ul>	2 days	Vienna, Austria
Undertake 3-4 evaluation field missions <sup>5</sup> to consult individual ITPO stakeholders, partners and beneficiaries to verify and complete preliminary evaluation findings from desk review and assess the institutional capacities of the ITPO/recipient country  Reach out to all ITPOs offices for data collection and analysis of the ITPO network level.	<ul style="list-style-type: none"> <li>Field missions conducted</li> <li>Evaluation/debriefings presentations of preliminary findings, draft conclusions, recommendations and lessons learnt to stakeholders in the ITPO country, at the end of the missions</li> </ul>	20 days	Shanghai (P.R. China)*; Seoul (Rep. of Korea)*; Moscow (Russian Federation)*; and Bonn (Germany)
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 manager / responsible for ITPO network 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>	3 days	Vienna, Austria
Prepare the draft evaluation and individual assessment (case study) reports, with inputs from the other evaluation team member(s), and in accordance with the evaluation TOR. Submit draft evaluation and individual assessment (case study) reports to the evaluation manager for feedback and comments	<ul style="list-style-type: none"> <li>Draft evaluation and individual assessment (case study) reports submitted to evaluation manager for review and comments</li> </ul>	12 days	Home-based

<sup>5</sup> The exact mission dates will be decided in agreement with the Consultant, UNIDO HQ, and the ITPOs counterparts.

\*) Missions to these locations will depend on the situation of the COVID-19 outbreak and resulting travel limitations

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Excepted duration (in work days)	Location
Revise the draft evaluation and individual assessment (case study) reports 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	<ul style="list-style-type: none"> <li>Final evaluation and individual assessment (case study) reports submitted to evaluation manager</li> </ul>	3 days	Home-based
Prepare each a two pages summary of a take-away messages, for the use in an infographic from the evaluation and individual assessments	<ul style="list-style-type: none"> <li>Two pages summary take-away message and key messages (for infographic)</li> </ul>		
	<b>TOTAL</b>	<b>50-55 days</b>	

#### MINIMUM ORGANIZATIONAL REQUIREMENTS

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

#### **Technical and functional experience:**

- Advanced university degree in a field related to development studies, economics, public administration, business administration
- Minimum of 15 years' experience in evaluation of development projects/programmes
- Proven practical experience in evaluating high-level and strategic issues with a UN and international development agency
- Knowledge of multilateral technical cooperation and the UN, international development priorities and frameworks
- Working experience in developing countries
- Good knowledge of UNIDO activities and working experience within the UN system
- Experience/knowledge in managing evaluations and evaluation teams
- Excellent analytical and drafting skills

**Languages:** 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 [Name of country]
<b>Start of Contract:</b>	[dd/mm/yyyy]
<b>End of Contract:</b>	[dd/mm/yyyy]
<b>Number of Working Days:</b>	20-25 days spread over 3 months

### ORGANIZATIONAL CONTEXT

The UNIDO Office of Evaluation and Internal Oversight (EIO) 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 EIO independent evaluation function is guided by the Charter of the Office of Evaluation and Internal Oversight and the UNIDO Evaluation Policy, the latter being aligned to the norms and standards for evaluation in the UN system.

### PROJECT CONTEXT

Detailed background information of the evaluation subject are contained in the terms of reference (TOR) for the thematic evaluation of the UNIDO ITPO network.

As evaluation team member, the national evaluation consultant will contribute to the evaluation of the evaluation subject in accordance with the terms of reference (TOR) and under the leadership of the evaluation team leader (international evaluation consultant). S/he will perform, inter alia, the following main tasks:

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected duration (in work days)	Location
<p><b>Desk review</b> Review and analyze ITPO 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</p> <p>If need be, recommend adjustments to the tools in order to ensure their understanding in the local context</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</li> </ul>	5 days	Home-based

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected duration (in work days)	Location
<p>Coordinate and lead interviews in local language and assist the team 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>regulatory framework in the context of the project</p> <ul style="list-style-type: none"> <li>• Input to inception report</li> </ul>		
<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>	2 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 and assessments' initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission</li> </ul>	6 days	Home based, including in-country project sites
<p><b>Draft evaluation and individual assessment (case study) reports</b></p> <p>Prepare inputs and analysis to the evaluation and assessment reports according to TOR and as agreed with the team leader</p>	<p>Inputs to the draft evaluation and individual assessment reports submitted to evaluation team leader</p>	4 days	Home-based



MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected duration (in work days)	Location
<p><b>Final evaluation and individual assessment (case study) reports and summary take-away messages</b></p> <p>Contribute to the finalization of the evaluation and individual assessment (case study) reports on basis of comments and suggestions received through the evaluation team leader</p> <p>Contribute to the preparation of each a two pages summary of take-away messages from the evaluation and individual assessment (case study)</p>	Inputs to the Final evaluation and individual assessment reports submitted to evaluation team leader	3 days	Home-based
<b>TOTAL</b>		<b>20 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 science, engineering or other relevant discipline like developmental studies with a specialization in industrial related areas

##### **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 evaluation of development cooperation in developing countries is an asset

**Languages:** Fluency in written and spoken English and [name of local language] 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 2: Outline of the evaluation report**  
(To be reviewed / updated in the inception phase)

**Acknowledgement (incl. list of evaluation team members)**

**Abbreviations and acronyms**

**Glossary of evaluation-related terms**

**Executive summary**

- Must provide a synopsis of the storyline which includes the main evaluation findings and key recommendations and lessons learned
- Must present strengths and weaknesses found in the evaluation
- Must be self-explanatory and should be maximum 3 to 4 pages in length

**I. Evaluation objectives, methodology and process**

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

**II. Evaluation findings**

**1. Overall Assessment of the UNIDO ITPO Network**

- SWOT analysis, including Relevance, coherence, effectiveness, efficiency, impact, sustainability (or as per criteria agreed in the inception phase<sup>6</sup>)

**2. Case Studies**

- Individual reports with the specific independent assessments of the ITPO case studies

**III. Conclusions, recommendations and lessons learned**

- A. Conclusions
- B. Recommendations<sup>7</sup>
- C. Lessons learned<sup>8</sup>

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

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<sup>6</sup> See also the new Evaluation Criteria adopted by the OECD/Development Assistance Committee (DAC) on 10 December 2019.

<sup>7</sup> Please refer to the UNIDO Evaluation Manual for guidance on the formulation of recommendations.

<sup>8</sup> Please refer to the UNIDO Evaluation Manual for guidance on the formulation of lessons learned.

### Annex 3: Checklist on evaluation report quality

Evaluation title:

Evaluation team

Evaluation team leader:

Evaluation team members:

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.