



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

INDEPENDENT EVALUATION DIVISION

TERMS OF REFERENCE

Independent Thematic Evaluation

UNIDO's 2015 Gender Policy and 2016 – 2019 Gender Strategy

JUNE 2020

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I. Background

This independent thematic evaluation is being conducted as part of the Evaluation Work Plan 2020-2021 of the Office of Evaluation and Internal Oversight (EIO). It will assess implementation and results of advancement of mainstreaming of the gender and women empowerment in UNIDO, within the strategies and activities implemented under framework of the “UNIDO policy on gender equality and the empowerment of women”, which was initially issued in April 2009 and updated in March 2015.

UNIDO’s approach to gender has evolved, over the years, along the same lines as for the UN system. UNIDO’s industrial development policies highlight the fact that achieving gender equality and promoting women’s empowerment are key goals in the quest for inclusive and sustainable industrial development. Against the backdrop of the adoption of the global development agenda beyond 2015 (also referred to as the 2030 Agenda), UNIDO adopted two key documents to guide its approach to gender. The first was UNIDO/DGB/(M).110/Rev.1 entitled “Policy on Gender Equality and the Empowerment of Women” (hereinafter: Gender Policy) issued on 15 March 2015 and outlining the way UNIDO would address the provisions of the United Nations System-wide Action Plan on Gender Equality and Empowerment of Women¹ published in October 2006. The UNIDO Gender Policy set out the framework on which the organization can:

- ensure that a gender perspective is reflected in programmes, policies and organizational practices
- advance the goal of gender equality and the empowerment of women, particularly the economic empowerment of women
- benefit from the diversity of experiences and expertise within the UN system
- accelerate UNIDO’s efforts at achieving gender balance, particularly at decision-making levels.²

The building blocks of the 2015 Gender Policy were derived from the UN-SWAP performance indicators which cover 6 broad areas: accountability, results-based management, oversight, human & financial resources, capacity, and coherence, knowledge & information management. Because UNIDO must report annually on these dimensions, they provide a good basis for evaluating the organization’s performance. The gender policy document also provided for the “gender mainstreaming architecture”, which specified the roles and responsibilities within UNIDO for the achievement of gender equality results.

In addition, the 16th General Conference of UNIDO (held on 30 November to 4 December 2015) adopted document GC 16/8 entitled “Gender Equality and Empowerment of Women Strategy, 2016-2019” (hereinafter: Gender Strategy) dated 14 September 2015. This document provided the rationale for UNIDO’s gender strategy, specifying its goal as: “...to promote gender equality and women’s empowerment in all UNIDO programmes, policies and organizational practices based on the vision of “strong, inclusive, sustainable and resilient economic industrial growth and the effective integration of the economic, social and environmental dimensions of sustainable development” (GC.15./Res.1)”.

It further clarified that a twin-track approach would be adopted, that combines “...two different strategies towards gender equality and empowerment of women and applies them for both programming and for building an enabling organizational environment:

¹ <https://www.unsceb.org/CEBPublicFiles/High-Level%20Committee%20on%20Programmes/Public%20Document/SWAP.pdf>

² UNIDO/DGB/(M).110/Rev.1, page 1, para. 4

- (a) Gender mainstreaming means making women’s as well as men’s concerns and experiences an integral dimension of the needs assessment, design, implementation, monitoring and evaluation of all UNIDO programmes, policies and organizational practices
- (b) Gender-specific interventions or targeted actions are temporary special measures responding to gaps or a clear need of a particular group, including among UNIDO’s own staff, with the objective of enabling them to equally participate in and benefit from industrial development efforts, and ensuring equal access to and benefit from UNIDO’s programmes, projects and organizational practices. Women’s economic empowerment programmes fall under this category.”³

This evaluation will, therefore, assess how the policy and strategy have been implemented between 2015 and 2019.

II. Objectives and scope of the evaluation

The overall objective of this evaluation is to assess the relevance, efficiency, effectiveness and coherence of UNIDO’s 2015 Gender Policy and 2016-2019 Gender Strategy, appraising whether the documents’ provisions are duly considered at all stages of UNIDO projects/programmes (i.e. resource allocation, context analysis, programme/project development, implementation, and monitoring and evaluation) to ensure equal distribution of programmatic benefits and avoid reproduction or deepening of existing inequalities, and thus, contributing to the inclusiveness dimension of ISID.

At the programmatic level, it complements the mid-term review of the Gender Policy and Strategy that was conducted by the Gender Office as a self-evaluation of the institutional level, assessing issues of relevance and efficiency. This evaluation is being conducted as an opportunity to take stock of the effects and impacts of the measures taken and whether the two documents were relevant for the successful implementation of UNIDO’s mandate on inclusive and sustainable industrial development.

In general, the evaluation will look at two broad questions:

- Are we doing things right (i.e., is the policy and strategy implemented efficiently and effectively)?
- Are we doing the right things (i.e., are policy and strategy relevant to its target groups and stakeholders; are they consistent with other policies and strategies)?

The scope of evaluation will encompass:

- A review of relevant UNIDO policies and procedures (e.g. policies, strategies, governance, roles and responsibilities, and processes related to its operation);
- A review of the implementation of the twin-track approach of gender mainstreaming and gender-specific interventions or targeted actions stipulated in the UNIDO Gender Strategy 2016-2019;
- How and whether the thematic priority areas as defined in the UNIDO medium-term programme framework (MTPF) 2016-2019 and updated by the of the MTPF 2018-2021 have incorporated a gender-sensitive approach;
- An assessment of the status of implementation of the programme management actions (part IV D. of the Gender Strategy);
- An assessment of the gender marker tool as a means of ensuring the minimum requirements for mainstreaming gender issues into the UNIDO project portfolio;

³ GC.16.8, para. 14

- How and whether organizational gender priority areas (part V D. of the Gender Strategy, namely gender parity, gender-responsive workplace culture and accountability) have contributed to UNIDO’s development goals (SDGs included);
- How and whether adequate resources have been provided;
- An appraisal of monitoring, reporting and evaluation systems in place to assess performance against gender-related targets and goals.

The inception phase will assess the evaluation’s limitations, data availability, and/or re-scoping through a deeper analysis of available data. Any adjustment of the scope of the evaluation will be cleared by the Office of Evaluation and Internal Oversight (ODG/EIO).

The main users of this evaluation are UNIDO Executive Board, Senior Management, the Gender Office (CMO/OMD/GEW), Member states and donors/partners.

III. Evaluation approach and methodology

The evaluation will be conducted in accordance with the Charter of the Office of Evaluation and Internal Oversight, the UNIDO Evaluation Policy, the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation⁴ and will be guided by the UNIDO Evaluation Manual⁵.

It is characterized as an independent evaluation using a participatory approach which enables the wide capture of the views and perspectives of all parties and thus supports ownership of evaluation recommendations. In this way, it indirectly ensures the implementation of recommendations by all stakeholders.

Data collection methods

The evaluation will use a variety of methods to ensure that data gathering and analysis deliver evidence-based qualitative and quantitative analysis, including literature review, statistical analysis, individual interviews, focus groups, surveys and direct observation, however, strictly following the UNIDO’s guidance and standard operating procedure (SOP) pertaining to COVID-19. This will enable the evaluation to assess causality through quantitative means but also to provide reasons why certain results were achieved and others not. Through triangulation, the analysis will enhance the reliability of findings. The specific mixed methodological approach, evaluation framework and tools will be described in the inception report.

The evaluation will consider using a **theory of change** and **SWOT (strengths, weaknesses, opportunities and threats) analysis** and mixed methods to collect data and information from a range of sources. 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 main instruments for data collection are:

- (a) **Desk and literature review** of documents related to the process, including but not limited to:

⁴ UNEG. (2016). Norms and Standards for Evaluation (June 2016)

⁵ UNIDO. (2018). Evaluation Manual (ODG/EIO/IED/16/R.27, March 2018)

- The current and previous policies, guidelines, manuals, documents of the Policymaking Organs and Annual Reports that govern and provide operational information to the process.
 - Mid-term review of the UNIDO Policy (2015) and Strategy (2016-2019) on Gender Equality and the Empowerment of Women that covered the key evaluation questions of relevance and efficiency
 - Past evaluation and audit reports related to gender
 - A comparative review of a few selected gender policy of relevant sister agencies (e.g. FAO, ILO)
- (b) A review of a sample of projects and programmes (designs, monitoring, evaluations) in order to assess the impact of Gender policy and strategy on TC programming and its alignment with gender priorities.
- (c) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussion.
- (d) **An online survey of UNIDO staff, consultants and informed stakeholders**
- (e) **IT data collection.** Current and historical data from the ERP system to assess e.g., process parameters and adequacy of data flow, controls, segregation of duties, timeliness, roles and responsibilities.
- (d) **SWOT analysis:** A SWOT analysis is considered a key analytical tool to frame and scope the evaluation and its findings.

Key evaluation questions

The overall guiding key evaluation questions will be:

- To what extent were the goals of UNIDO’s Gender Policy and Strategy met?
- Which are the results of the UNIDO’s Gender Policy and Strategy so far?
- To what extent is the strategy relevant in terms of to the UNIDO mandate and coherence with other policies and strategies?
- Why have the Policy and Strategy produced the observed results, especially with regards to delivering expected development results from UNIDO projects and programmes?
- To what extent the UNIDO’s Gender Policy and Strategy is fit for purpose?
- To what extent the UNIDO’s Gender Policy and Strategy is addressing Member States and Donors requirements and expectations in relation to Gender issues?
- To what extent the internal organizational practices are mainstreaming gender considerations? (staffing, recruitment)

These evaluation questions will be revised and further detailed and refined in the Inception Report, based on the preliminary review and feedback from stakeholders

A preliminary list of key documents relevant to this evaluation is presented in Annex 1. Additional documents will be included as needed during the conduct of the evaluation as they are made available.

IV. Evaluation team composition

The **evaluation team (ET)** will be composed of one international evaluation consultant (with gender-evaluation expertise), and one/two EIO/IED Evaluation Officers (one of them being the Team Leader and Evaluation Manager).

The Evaluation Team Leader will be assigned from the Independent Evaluation Division (EIO/IED). Under the supervision and guidance from the Director, EIO and Chief EIO/IED, he/she will coordinate and provide evaluation backstopping to the evaluation team and as part of the evaluation team will participate in the conduct of the evaluation. The Evaluation Manager will also ensure the quality of the evaluation throughout its process. A summary of the team members' main tasks is indicated below:

Senior Evaluation Officer, UNIDO Independent Evaluation Division (Team leader)

The Senior Evaluation Officer is responsible for the management of this evaluation. At the same time, the Senior Evaluation Officer is also the team leader of the evaluation. The team leader has the overall responsibility to coordinate and produce all the evaluation deliverables (inception report, draft and final report, evaluation brief).

Senior International Evaluation Consultant (Team member)

The Principal/Senior international evaluation consultant will provide gender related expertise and key inputs for the evaluation and its deliverables

Other Team Members (from UNIDO EIO/IED)

Team members will be assigned relevant duties as needed, in coordination with the Evaluation Manager/Team Leader

All detailed Job Descriptions are provided in the annexes.

V. Time schedule

The evaluation is scheduled to take place from August to November 2020. The final evaluation report will be submitted two weeks after the factual validation and of receipt of comments.

VI. Evaluation deliverables

1. Inception report

The evaluation team will prepare an inception report that will operationalize the TOR relating to the evaluation questions, develop the evaluation framework/matrix and provide information on what type of and how the evidence will be collected. It will be discussed with and reviewed by the responsible Evaluation Manager in consultation with the key stakeholders and reviewed and cleared by Director, EIO.

The evaluation inception report will focus on the following elements: preliminary theory of change model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework ("evaluation matrix"); data collection process, division of work between the international evaluation consultant and the evaluation team member(s); people to be interviewed, and possible surveys to be conducted and update of the debriefing and reporting timetable⁶.

2. Evaluation report and review procedures

Before completion of the draft evaluation report, a presentation of preliminary findings will take place at UNIDO HQ. The first draft evaluation report will be prepared by the ET

⁶ The evaluation team 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.

considering the responses to the preliminary findings. The draft will be delivered by the Evaluation Manager and team leader for review by Chief EIO/IED and clearance by Director, EIO before circulating it to key stakeholders for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft evaluation report provided by the stakeholders will be sent to the Evaluation Manager/team leader for collation and consideration, and the evaluation team members who will be advised of any necessary revisions. These will be addressed by the ET in the final version of the evaluation report.

The evaluation report should be concise, to the point and easy to understand. It must explain the purpose of the evaluation, the scope of what was evaluated, and the methods used. The evaluation report must highlight any limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons learned. The report should provide information on when the evaluation took place, 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 main report to facilitate dissemination and distillation of recommendations and lessons learned.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report will be written in English, based on the outline given in Annex 3.

VII. 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 consultant(s) on methodology and process), providing inputs regarding findings, recommendations and lessons learned from other UNIDO evaluations, review of inception report, and ensuring that the draft evaluation report is 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 4). The draft and final evaluation reports are reviewed by the UNIDO Office of Evaluation and Internal Oversight (EIO). The final evaluation report will be disseminated to senior management in UNIDO together with a management response sheet, to Member States and relevant stakeholders, and made publicly available from the UNIDO evaluation website.

ANNEX 1: Preliminary list of relevant documents

1. 2009-04-21 UNIDO/DGB/(M).110* POLICY ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN,
<https://intranet.unido.org/intranet/images/2/20/DGB%28M%29.110.pdf>
2. 2015-11-27 UNIDO/DGB/(M).110/Rev.2/Add.1: POLICY ON GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN,
https://intranet.unido.org/intranet/images/8/83/UNIDO_DGB_%28M%29.110_Rev.1.pdf
3. 2019-09-18 **[DGB/2019/16: Policy on Gender Equality and the Empowerment of Women](#)**
4. UNIDO ISID – The Gender Dimension (2019)
https://www.unido.org/sites/default/files/files/2019-03/UNIDO_ISID_The_Gender_Dimension.pdf
5. UNW UNIDO Gender Equality and the Sustainable Energy Transition Guidance Note (2019) https://www.unido.org/sites/default/files/files/2019-03/UNW_UNIDO_Gender_Equality_in_the_Sustainable_Energy_Transition_GuidanceN....pdf
6. **[UNIDO Statement at CSW 2019](#)**
https://www.unido.org/sites/default/files/files/2019-05/UNIDO%20Statement_CSW%202019.pdf
7. Strategy for Gender Equality and Women's Empowerment 2020-2023 <https://www.unido.org/api/opentext/documents/download/15351302/unido-file-15351302>
8. Gender Equality and the Empowerment of Women - Report by the Director General (GC 2019)
<https://www.unido.org/api/opentext/documents/download/15172221/unido-file-15172221>
9. UNIDO, gender equality and empowerment of women. Report by the Director General (GC 2017),
<https://www.unido.org/api/opentext/documents/download/8368582/unido-file-8368582>
10. Report to the IDB (July 2019)
<https://www.unido.org/api/opentext/documents/download/14067311/unido-file-14067311>
11. 2015-08-27 **[UNIDO/AI/2012/01/Amend.2: Framework for Staff Performance Management \(SPM\)](#)**'
12. 2015-03-16 **[UNIDO/AI/2015/01: Human Resource Management Framework \(HRMF\)](#)**
13. Gender Equality and Empowerment of Women Strategy, 2016-2019
<https://www.unido.org/api/opentext/documents/download/8366219/unido-file-8366219>
14. UNIDO Gender Parity Action Plan (2018-2023)
15. The Mid-term Review of the Implementation of the UNIDO Policy (2015) and Strategy (2016-2019) on Gender Equality and the Empowerment of Women (2018), https://www.unido.org/sites/default/files/files/2019-01/Mid-Term_Review_of_UNIDO_Policy_and_Strategy_on_Gender_Equality_and_the_Empowerment_of_Women.pdf
16. IDB.46 (2018) - UNIDO, gender equality and the empowerment of women Report by the Director General
(<https://www.unido.org/api/opentext/documents/download/12674099/unido-file-12674099>)
17. General Conference Resolutions on Gender: [GC.16/3](#) [GC.17/3](#), [GC.18/2](#)

18. 2019 Abu Dhabi Declaration: <https://www.unido.org/resources/key-policy-documents>
19. 2013 Lima Declaration: https://www.unido.org/sites/default/files/2014-01/gc15_inf4e_0.pdf
20. UNIDO Annual Reports: <https://www.unido.org/annualreport>

ANNEX 2: JOB DESCRIPTIONS



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Title:	Evaluation Team Leader (EIO/IED senior staff member)
Main Duty Station and Location:	UNIDO HQ (Vienna, Austria)
Mission/s to:	Not applicable
Start of Contract (EOD):	Not applicable
End of Contract (COB):	Not applicable
Number of Working Days:	Not applicable

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 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 Charter of the Office of Evaluation and Internal Oversight, the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

The Evaluation team leader is overall responsible for the management and conduct of this evaluation. Due to current regulations related to COVID-19, the evaluation will be conducted without any field mission. The team leader has the overall responsibility to produce all the evaluation deliverables as provided in the ToR.

MAIN DUTIES	Measurable Outputs	Planned duration (workdays)	Location
Desk review of relevant documents related to <ul style="list-style-type: none"> ○ UNIDO's 2015 policy and 2016 – 2019 strategy for gender mainstreaming and empowerment of women ○ Assigned tasks from the ET Leader 	<ul style="list-style-type: none"> • Division of evaluation tasks among evaluation team members • Adjusted table of evaluation questions and evaluation matrix 	5 days	Home-based

MAIN DUTIES	Measurable Outputs	Planned duration (workdays)	Location
Preparation of the Inception report, (with inputs from the ET members). <ul style="list-style-type: none"> To streamline the evaluation questions, To specify evaluation methods that will be used and relevant data sources Update timeframe 	<ul style="list-style-type: none"> Inception report with detailed evaluation schedule (incl. list of stakeholders to be interviewed, evaluation tools, evaluation matrix, timeframe) 	5 days	Home-based
Briefing with the UNIDO Office of Evaluation and Internal Oversight, the Gender Office and other key stakeholders at UNIDO HQ	<ul style="list-style-type: none"> Briefings with key stakeholders conducted. Revised inception report as needed 	2 days	Vienna, Austria and home based.
To coordinate the data collection and analysis.	Manage and conduct of: <ul style="list-style-type: none"> Evaluation interviews, Surveys Focus Groups Data an information analyzed, and findings triangulated 	15 days	Home-based
Debriefing at HQ: Present preliminary findings, recommendations and lessons learned to stakeholders at UNIDO HQ. Hold additional meetings with and obtain additional data from other stakeholders as required	<ul style="list-style-type: none"> Power point presentation with preliminary findings prepared, draft conclusions, recommendations and lessons learnt Feedback from stakeholders obtained and discussed Additional meetings held as required 	1 day	Vienna, Austria
Draft evaluation report in collaboration with other evaluation team member(s), and based on provided guidelines. (for factual validation and comments.)	<ul style="list-style-type: none"> Draft evaluation report 	5 days	Home-based
Revise the draft evaluation report based on comments and feedback received through the evaluation manager, edit the language and finalize the evaluation report according to UNIDO Evaluation standards	Final evaluation report	2 days	Home-based
Prepare the evaluation brief (max. 2 pages)	Evaluation brief (2 pages input)	1 day	Home-based
	TOTAL	36 days	

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

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

Managerial competencies (as applicable):

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

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

Title:	Senior international Gender-Evaluation Specialist
Main Duty Station and Location:	Home-based
Missions:	None
Start of Contract (EOD):	August 2020
End of Contract (COB):	November 2020
Number of Working Days:	34 working 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 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 Charter of the Office of Evaluation and Internal Oversight, 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 evaluation.

Under the guidance and overall coordination of the Evaluation Team Leader, the Senior international evaluation consultant will be part of an evaluation team for the conduct of the independent evaluation of UNIDO's 2015 Gender Policy and 2016 – 2019 Gender Strategy. Due to regulations related to COVID-19, the evaluation will be conducted without any travel to sample project sites. More specifically the senior evaluation consultant is responsible for the duties and deliverables detailed in the table below:

MAIN DUTIES	Measurable Outputs	Planned duration (workdays)	Location
Desk review of relevant documents related to <ul style="list-style-type: none"> ○ UNIDO's 2015 policy and 2016 – 2019 strategy for gender mainstreaming and empowerment of women ○ Assigned tasks from the ET Leader 	<ul style="list-style-type: none"> ● Division of evaluation tasks among evaluation team members ● Adjusted table of evaluation questions and evaluation matrix 	7 days	Home-based

MAIN DUTIES	Measurable Outputs	Planned duration (workdays)	Location
In collaboration with the Evaluation Team Leader, prepare core elements of the inception report, which streamlines the evaluation questions, specific methods that will be used and data to be collected. Gender focused evaluation inputs, tools and approaches provided and discussed with the ET.	Substantive inputs to the Inception report with detailed evaluation schedule (incl. list of stakeholders to be interviewed)	2 days	Home-based
Together with the Team Leader, brief the UNIDO Office of Evaluation and Internal Oversight, the Gender Office and other key stakeholders at UNIDO HQ	<ul style="list-style-type: none"> Briefings with key stakeholders conducted. Inputs to the revised inception report as needed 	3 days	Home based.
In collaboration with the Team Leader and the rest of the Evaluation Team, conduct data collection and analysis.	Participation in: <ul style="list-style-type: none"> Evaluation interviews, Surveys Focus Groups Data an information analyzed, and findings triangulated 	10 days	Home-based
Together with the Evaluation Team Leader, debrief UNIDO HQ stakeholders: to present preliminary findings, recommendations and lessons learned. Hold additional meetings with and obtain additional data from other stakeholders as required.	<ul style="list-style-type: none"> Substantive inputs to the Power point presentation with preliminary findings prepared, draft conclusions, recommendations and lessons learnt 	1 day	Home-based
Together with the Evaluation Team Leader, prepare the core elements of the Draft evaluation report in collaboration with other evaluation team member(s), and based on provided guidelines.	<ul style="list-style-type: none"> Substantive inputs to Draft evaluation report ready for review by key stakeholders 	8 days	Home-based
Together with the Evaluation Team Leader, revise the draft evaluation report based on comments and suggestions received, edit the language and finalize the evaluation report according to UNIDO Evaluation standards	<ul style="list-style-type: none"> Substantive inputs for the Final evaluation report, ready for publication 	3 days	Home-based
	TOTAL	34 days	

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in development studies, sociology, development economics, or related areas

Technical and functional experience:

- Minimum of 15 years' experience with **gender-sensitive development interventions** (at policy, community or institutional levels), in particular in an economic development context
- Knowledge of multilateral technical cooperation and the UN, international development priorities and frameworks. Good knowledge of UNIDO activities would be an asset
- Working experience in developing countries
- Experience/knowledge in managing evaluations and evaluation teams
- Excellent analytical and drafting skills

Languages: Fluency in written and spoken English 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 areas, programme or project before the completion of her/his contract for this evaluation



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Title:	Evaluation team member (EIO/IED staff member)
Main Duty Station and Location:	UNIDO HQ (Vienna, Austria)
Mission/s to:	Not applicable
Start of Contract (EOD):	Not applicable
End of Contract (COB):	Not applicable
Number of Working Days:	Not applicable

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 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 Charter of the Office of Evaluation and Internal Oversight, the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

The team member will participate in the evaluation according to the terms of reference attached. She/he will participate in all evaluation activities and contribute to the assessments, with a view to assessing UNIDO activities against UNIDO’s overall objectives, policies, competencies, and capacities.

MAIN DUTIES	Concrete Outputs	Expected duration	Location
<p>Preparatory phase</p> <ul style="list-style-type: none"> ○ Study related programme and project documentation (including progress reports and documentary outputs) ○ Study relevant background information (UNIDO policies, international frameworks, relevant programme and project documentation) ○ Study available evaluation reports 	<p>Analytical overview of available documents and gender mainstreaming and women’s empowerment at UNIDO</p>	<p>5 days</p>	<p>UNIDO HQ</p>

MAIN DUTIES	Concrete Outputs	Expected duration	Location
Briefing with EIO/IED <ul style="list-style-type: none"> ○ Interviews with project managers and key stakeholders at HQ. ○ Develop methodology and interview guidelines. ○ Inputs to the inception report for the country evaluation. 	Key issues of evaluation identified Scope of evaluation clarified inputs to the Inception report, including the proposed methodology, approach and evaluation programme	3 days	UNIDO HQ
Debriefing UNIDO <ul style="list-style-type: none"> ○ Present preliminary findings and recommendations to the stakeholders at UNIDO ○ Carry out additional interviews if necessary 	Inputs and Feedback on preliminary findings	3 days	UNIDO HQ
Drafting of evaluation report <ul style="list-style-type: none"> ○ Inputs to relevant parts of the draft country evaluation report; adapt the evaluation report considering additional evidence presented or factual corrections made. 	Inputs to draft report and Final report	8 days	UNIDO HQ
Total		31 days	

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

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

Managerial competencies (as applicable):

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

ANNEX 3: OUTLINE OF THE EVALUATION REPORT

(To be 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 of the process (evaluation subject)
- 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 by main criteria or relevant area

- Relevance, coherence, effectiveness, SWOT analysis, compliance

III. Conclusions, recommendations and lessons learned

- A. Conclusions
- B. Recommendations⁷
- C. Lessons learned⁸

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.

⁷ Please refer to the UNIDO Evaluation Manual for guidance on the formulation of recommendations.

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

ANNEX 4: 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 solely 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? Do 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.