



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of UNIDO project:

Project title: UNIDO Investment and Technology Promotion Office in Manama (ITPO Bahrain) (2017-2019)

UNIDO Project number: n/a

UNIDO SAP ID: 160207

11/28/2018

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I. Project background and overview

1. Project factsheet

Project title	UNIDO Investment and Technology Promotion Office in Manama (ITPO Bahrain) (2017-2019)
UNIDO Project No.	n/a
SAP ID	160207
GEF Project ID	Project Manager
Region	Global
Country(ies)	The Kingdom of Bahrain
Project donor(s)	Government of the Kingdom of Bahrain
Project implementation start date	1/1/2017
Expected implementation end date	12/31/2019
Revised expected implementation end date (if applicable)	
Actual implementation end date	
Implementing agency(ies)	UNIDO
Executing partners	Ministry of Finance, The Kingdom of Bahrain
Donor funding	Government of the Kingdom of Bahrain
UNIDO input (in USD)	Enter USD 4,237,332 (including 10% programme support costs)
Total project cost	Enter USD
Planned terminal evaluation date	

(Source: Project document)

2. Project background and context¹

The main purpose of this project is to mobilize domestic and foreign investments, thereby contributing to job creation in Bahrain, the Arab Region and in developing countries. This will be achieved by providing support, added value and advisory services to existing and potential entrepreneurs as well as by identifying and mobilizing financial, technological, and other resources required for the establishment of business partnerships and for enterprise growth and creation through the Enterprise Development and Investment Promotion (EDIP) Programme. The project will also identify opportunities for foreign and domestic investors and technology suppliers to find potential partners. The project addresses issues related to SDG 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), SDG 9 (Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation), SDG 17 (Strengthen the means of implementation and revitalize the global partnership for sustainable development) and falls in line with UNIDO's vision of "Inclusive and Sustainable Industrial Development - ISID

3. Project objective

The main objective of the project is to mobilize domestic and foreign investments, thereby contributing to job creation in Bahrain, the Arab Region and in developing countries. This will be achieved by providing support, added value and advisory services to existing and potential entrepreneurs through the Enterprise Development and Investment Promotion (EDIP) Programme for enterprise growth and creation. The project will also identify opportunities for foreign and domestic investors and technology suppliers to find potential partners. The ITPO will also provide support to institutions in the region and in developing countries, such as Chambers of Commerce and Industries, developmental organizations and funds, financial institutions, commercial banks and universities to upgrade their service capabilities through the use of UNIDO tools and methodologies for SME development including EDIP and COMFAR. Moreover, the project will establish and strengthen linkages with financial institutions from Bahrain and the region in order to mobilize and facilitate financial resources for SMEs in the Arab Region and selected developing countries.

The project's technical components, in addition to project management, as follows:

Project Component 1 (PC-1): [Upgraded institutional capacity of relevant public/private-sector institutions in developing countries and the Arab Region to provide support services to foreign and domestic investors (existing enterprises and start-ups)]

Project Component 2 (PC-2): [Promotion of investment and technology opportunities through global and regional forums and events]

¹ The information here provided is based on project documentation. It should not be taken at face value and is to be validated by the evaluation.

Project Component 3 (PC-3): promotion and facilitation of UNIDO activities in Bahrain and in the Arab Region in cooperation with UNIDO HQs and the ITPO Network]

The following are, in brief, some of the expected results of the project/programme:

Developing countries and countries with economies in transition will benefit from increased investment projects and transfer of sustainable technology from Bahrain and the Arab Region through private sector cooperation.

The ITPO is designed to be an ongoing operation, in principle without completion status. The ITPO will:

Have access to first-hand information on investment climate, regulations and requirements, opportunities for industrial cooperation and potential partners, Domestic investors (existing enterprises and start-ups), institutions and IPAs in Bahrain, the Arab Region and developing countries;

Have a position and network to increase the probability for concluding partnership agreements due to assistance and guidance to potential partners in industrial ventures and technology opportunities throughout the whole investment cycle - from project identification through appraisal to implementation:

4. Project implementation arrangements

The following are, in brief, key stakeholders' roles and responsibilities:

UNIDO: [Project management and support]

The project will be managed by UNIDO PTC/TII/INV in close cooperation with all other UNIDO Investment and Technology Promotion Offices (ITPOs) worldwide. Close synergies will be established with other PTC/TII services and INV services, in particular, as well as other UNIDO technical departments as required.

The project will be implemented according to UNIDO's rules and regulations applicable to the functioning of ITPOs. ITPO Bahrain will continue to be actively linked with the UNIDO ITPO Network. ITPO Bahrain will be supervised by the Department of Trade, Investment and Innovation (PTC/TII), Investment Promotion Division (INV, hereinafter referred to as "TII/INV"), that will ensure coordination with other UNIDO Branches/Units and/or integrated country programmes as required.

The Annual Work Programme of ITPO Bahrain will be planned under the overall coordination and guidance of TII/INV involving relevant other UNIDO Headquarters Divisions. The work

programme of the Office should take into account the following strategic priorities besides those agreed with the donor Government and main directions of its policy on international cooperation:

- i. Programmatic priority on the capacity building of IPAs
- ii. Geographical priorities on Arab Region, developing countries and LDCs
- iii. Sectoral and thematic priorities on energy, environment, agro-industries and SMEs.

In this regard, ITPO Bahrain will be actively involved in the implementation of UNIDO's strategy of inclusive and sustainable industrial development. In particular, it will promote domestic investment by:

- Implementing the Enterprise Development and Investment Promotion (EDIP) Programmes in cooperation with public and private sector institutions;
- Providing advisory services and counselling to entrepreneurs/investors including business match-making, technology tie-ups, and access to financial resources;
- Assisting existing entrepreneurs throughout all stages of the business cycle through the EDIP Programme (enterprise growth), including:
 - Analysing current performance of their enterprises;
 - Redefining business processes;
 - Identifying opportunities for growth;
 - Undertaking market assessments;
 - Preparing business plans;
- Assisting start-ups in translating their business ideas into reality and setting up their businesses
- Providing advice on financing possibilities from national and international financing institutions involved in financing industrial projects;
- Assisting developing countries in identifying investment opportunities;
- Participating in, promoting and organizing global forum activities of UNIDO and the ITPO Network;
- Organizing an International Entrepreneurs Investment Forum to promote and facilitate business partnerships and investments for domestic enterprise creation and expansion in employment intensive sectors;
- Providing on-the-job orientation programs to delegates within the "Delegate Programme", as well as to assist them in the promotion of a portfolio of industrial investment opportunities originating from their home countries;
- Disseminating information on and promote UNIDO's methodologies, software and publications.

In planning and implementing the Annual Work Programme, collaboration will be sought with other UNIDO Headquarters projects/programmes, other ITPOs, UNIDO's field offices, National Cleaner Production Centers, Subcontracting & Partnership Exchanges (SPXs), International Technology Centres (ITCs), UNIDO COMFAR team, IPAs and others in pursuit of synergy whenever required and/or applicable.

ITPO will continue to be in close touch with business communities and development agencies in the host country and will maintain established data banks, accumulated as a product of its long years of operation, with details of companies interested in industrial partnerships in the Kingdom of Bahrain, Arab Region, developing countries and economies in transition as well as on the type of opportunities they are seeking.

ITPO Bahrain is one of 8 Investment and Technology Promotion Offices of the UNIDO ITPO Network. It was founded in 1996 based on an Agreement between UNIDO and the Government of the Kingdom of Bahrain and is funded by the Government of Bahrain through annual voluntary contributions to UNIDO, administered by the Ministry of Finance.

Beneficiaries:

The target beneficiaries are private enterprises, start-ups, institutions and governments in developing countries and economies in transition, as the project will support their efforts in promoting enterprise growth and creation

5. Budget information

Click here to enter project's budget information, such as:

- Amount and source of funding including UNIDO's contribution and counterparts' co-financing as applicable (cash / in kind)
- Total project budget for the project cycle 2017 to 2019 is USD 4,237,332 (for 2017 USD 1,393,931; for 2018 USD 1,393,260; and for 2019 USD 1,450,141); including 10% programme support costs

Table 1. Project Budget & Expenditures

Item	EXECUTED BUDGET in year 1 (2017)	EXECUTED BUDGET in year 2 (28.11.2018)	Total Expenditure (US\$)
Contractual Services	679.06	0	679.06
Equipment	27,904.20	2,127.15	30,031.35
Internat. Cons/Staff	213,244.21	202,881.29	416,125.50
Internat. meetings	112,808.23	(1,038.17)	111,770.06
Project staff Travel	61,074.40	85,955.93	147,030.33
Nat. Consult./Staff	496,461.17	587,060.59	1,083,521.76
Other Direct Costs	105,039.88	54,118.98	159,158.86

Item	EXECUTED BUDGET in year 1 (2017)	EXECUTED BUDGET in year 2 (28.11.2018)	Total Expenditure (US\$)
Premises	67,199.50	77,510.95	144,710.45
Staff Travel	26,572.16	5,155.80	31,727.96
Total (US\$)	1,110,982.81	1,013,772.52	2,124,755.33

Source: SAP database as on 28.11.2018

II. Scope and purpose of the evaluation

The terminal evaluation (TE) will cover the whole duration of the current project cycle starting from 1/1/2017 to the estimated completion date in 12/31/2019. It will assess project performance against the evaluation criteria: relevance, effectiveness, efficiency, sustainability and impact.

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.

The key question of the TE is whether the project has achieved or is likely to achieve its main objective, i.e. mobilize domestic and foreign investments, thereby contributing to job creation in Bahrain, the Arab Region and in developing countries.

III. Evaluation approach and methodology

The TE will be conducted in accordance with the UNIDO Evaluation Policy² and the UNIDO Guidelines for the Technical Cooperation Programme and Project Cycle³. UNEG Norms and Standards for evaluation shall also be observed.

It will be carried out as an independent in-depth evaluation using a participatory approach whereby all key parties associated with the project are kept informed and regularly consulted throughout the evaluation. The evaluation team leader will liaise with the UNIDO Independent Evaluation Division (ODG/EVQ/IEV) 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

² UNIDO. (2015). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/(M).98/Rev.1)

³ 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)

learning from this analysis will be useful to feed into the design of the future projects so that the management team can effectively manage them based on results.

1. Data collection methods

Following are the main instruments for data collection:

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

2. Evaluation key questions and criteria

The key evaluation questions are the following:

- (a) What are the key drivers and barriers to achieve the long term objectives? To what extent has the project helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long term objectives?
- (b) How well has the project performed? Has the project done the right things? Has the project done things right, with good value for money?
- (c) How was the project's performance monitored?
- (d) 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?
- (e) What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?

The evaluation will assess the likelihood of sustainability of the project results after the project completion. The assessment will identify key risks (e.g. in terms of financial, socio-political, institutional and environmental risks) and explain how these risks may affect the continuation of results after the project ends. Table 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 the UNIDO Evaluation Manual.

Table 2. Project evaluation criteria

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

Performance of partners

The assessment of performance of partners will ***include*** the quality of implementation and execution of the GEF Agencies and project executing entities (EAs) in discharging their expected roles and responsibilities. The assessment will take into account the following:

- Quality of Implementation, e.g. the extent to which the agency delivered effectively, with focus on elements that were controllable from the given GEF Agency’s perspective and how well risks were identified and managed.
- Quality of Execution, e.g. the appropriate use of funds, procurement and contracting of goods and services.

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).

Table 3. Project rating criteria

Score		Definition	Category
6	Highly satisfactory	Level of achievement clearly exceeds expectations and there is no shortcoming.	SATISFACTORY
5	Satisfactory	Level of achievement meets expectations (indicatively, over 80-95 per cent) and there is no or minor shortcoming.	
4	Moderately satisfactory	Level of achievement more or less meets expectations (indicatively, 60 to 80 per cent) and there are some shortcomings.	
3	Moderately unsatisfactory	Level of achievement is somewhat lower than expected (indicatively, less than 60 per cent) and there are significant shortcomings.	UNSATISFACTORY
2	Unsatisfactory	Level of achievement is substantially lower than expected and there are major shortcomings.	
1	Highly unsatisfactory	Level of achievement is negligible and there are severe shortcomings.	

IV. Evaluation process

The evaluation will be conducted from February to May 2019. The evaluation will be implemented in five phases which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- i. Inception phase: The evaluation team will prepare the inception report providing details on the methodology for the evaluation and include an evaluation matrix with specific issues for the evaluation; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term review.
- ii. Desk review and data analysis;
- iii. Interviews, survey and literature review;
- iv. Country visits;
- v. Data analysis and report writing.

V. Evaluation team composition

The evaluation team will be composed of one international evaluation consultant acting as the team leader and one national evaluation consultant. Both consultants will be contracted by UNIDO. The tasks of each team member are specified in the job descriptions annexed to these terms of reference.

Members of the evaluation team must not have been directly involved in the design and/or implementation of the projects/programme under evaluation.

The UNIDO Project Manager and the project team in **The Kingdom of Bahrain** will support the evaluation team.

VI. Time schedule and deliverables

The evaluation is scheduled to take place from December 2018 to February 2019. The evaluation field missions are planned for mid-January to mid-February 2019. At the end of the field mission, there will be a presentation of the preliminary findings for all stakeholders involved in this project/programme in **The Kingdom of Bahrain**.

After the evaluation mission, the evaluation team leader will come to 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, **ODG/EVA** and other stakeholders for receipt of comments. The ET leader is expected to revise the draft TE report based on the comments received, edit the language and form and submit the final version of the TE report in accordance with UNIDO ODG/EVQ/IEV standards.

Table 4. Tentative timelines

Timelines	Tasks
December 2018	Desk review and writing of inception report
January 2019	Briefing with UNIDO project manager and the project team based in Vienna through Skype
Mid January 2019	Field visit to the Kingdom of Bahrain
End of February 2019	Debriefing in Vienna Preparation of first draft evaluation report
March 2019	Internal peer review of the report by UNIDO's Independent Evaluation Division and other stakeholder comments to draft evaluation report
April 2019	Final evaluation report

VII. Reporting

Inception Phase

After the literature review, the International Evaluation Consultant will prepare, in collaboration with the national consultant, the evaluation matrix and the theory of change upon which the

evaluation will be based. It will be discussed with and approved by the responsible UNIDO Evaluation Officer. This together with the proposed qualitative and quantitative approaches to be applied, as well as the full evaluation schedule, will be discussed at the briefing session, shortly before the field missions.

Evaluation report format and review procedures

The draft report will be delivered to UNIDO Independent Evaluation Division–ODG/EVQ/IEV (the suggested report outline is in Annex 1) 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 OGD/EVQ/IEV 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 concise 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 1.

Evaluation work plan

The “Evaluation Work Plan” includes the following main products (see Table 2):

1. Desk review, briefing by project manager and development of methodology: Following the receipt of all relevant documents, and consultation with the Project Manager about the documentation, including reaching an agreement on the methodology, the desk review could be completed.
2. Inception report: At the time of departure to the field mission, all the received material has been reviewed and consolidated into the Inception report.
3. Field mission: The principal responsibility for managing this evaluation lies with UNIDO. It will be responsible for liaising with the project team to set up the stakeholder interviews, arrange the field missions, coordinate with the Government. At the end of the

field mission, there will be a presentation of preliminary findings to the key stakeholders in the country where the project was implemented.

4. Preliminary findings from the field mission: Following the field mission, the main findings, conclusions and recommendations would be prepared and presented in the field and at UNIDO Headquarters.
5. A draft terminal evaluation report will be forwarded electronically to the UNIDO Independent Evaluation Division and circulated to main stakeholders.
6. Final terminal evaluation report will incorporate comments received.

Table 2. Evaluation deliverables

Evaluation phases	Deliverables
Inception and literature review	
Briefing with UNIDO Independent Evaluation Division, Project Managers and HQ stakeholders	Evaluation matrix Theory of change Detailed evaluation schedule and list of stakeholders to interview during field mission Evaluation schedule
Field missions Present preliminary findings and recommendations to key stakeholders in the field	Stakeholder surveys Presentation of preliminary findings and draft recommendations to key stakeholders in the field.
Debriefing at UNIDO HQ	Present preliminary findings and recommendations to the stakeholders at UNIDO HQ Additional interviews and analysis
Data analysis and finalization of evaluation report	Draft Terminal Evaluation Report
Circulation of the draft report to UNIDO/relevant stakeholders and revision	Final Terminal Evaluation Report

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 of UNIDO's Independent Evaluation Division, providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report by the Independent Evaluation Division).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality, attached as Annex 4. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. 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 UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Office for Independent Evaluation, which will circulate it within UNIDO together with a management response sheet.

Annex 1 - Outline of an in-depth project evaluation report

Executive summary

- Must provide a synopsis of the storyline which includes the main evaluation findings and recommendations
- Must present strengths and weaknesses of the project
- Must be self-explanatory and should be maximum 3-4 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. Country and project background

- Brief country context: an overview of the economy, the environment, institutional development, demographic and other data of relevance to the project
- Sector-specific issues of concern to the project⁴ and important developments during the project implementation period
- Project summary:
 - Fact sheet of the project: including project objectives and structure, donors and counterparts, project timing and duration, project costs and co-financing
 - Brief description including history and previous cooperation
 - Project implementation arrangements and implementation modalities, institutions involved, major changes to project implementation
 - Positioning of the UNIDO project (other initiatives of government, other donors, private sector, etc.)
 - Counterpart organization(s)

III. Project assessment

This is the key chapter of the report and should address all evaluation criteria and questions outlined in the TOR (see section VI Project Evaluation Parameters). Assessment must be based on factual evidence collected and analyzed from different sources. The evaluators' assessment can be broken into the following sections:

⁴ Explicit and implicit assumptions in the logical framework of the project can provide insights into key-issues of concern (e.g. relevant legislation, enforcement capacities, government initiatives, etc.)

A. Project design

B. Implementation performance

- Ownership and relevance (Report on the relevance of project towards countries and beneficiaries, country ownership, stakeholder involvement)
- Effectiveness (The extent to which the development intervention's objectives, outcomes and deliverables were achieved, or are expected to be achieved, taking into account their relative importance)
- Efficiency (Report on the overall cost-benefit of the project and partner countries' contribution to the achievement of project objectives)
- Likelihood of sustainability of project outcomes (Report on the risks and vulnerability of the project, considering the likely effects of sociopolitical and institutional changes in partner countries, and its impact on continuation of benefits after the project ends, specifically the financial, sociopolitical, institutional framework and governance, and environmental risks)
- Project coordination and management (Report project management conditions and achievements, and partner countries commitment)
- Assessment of monitoring and evaluation systems (Report on M&E design, M&E plan implementation, and budgeting and funding for M&E activities)
- Monitoring of long-term changes
- Assessment of processes affecting achievement of project results (Report on preparation and readiness / quality at entry, financial planning, UNIDO support, co-financing, delays of project outcomes/outputs, and implementation approach)

C. Gender mainstreaming

At the end of this chapter, an overall project achievement rating should be developed as required in Annex 2. The overall rating table should be presented here.

IV. Conclusions, recommendations and lessons learned

This chapter can be divided into three sections:

A. Conclusions

This section should include a storyline of the main evaluation conclusions related to the project's achievements and shortfalls. It is important to avoid providing a summary based on each and every evaluation criterion. The main conclusions should be cross-referenced to relevant sections of the evaluation report.

B. Recommendations

This section should be succinct and contain few key recommendations. They should:

- be based on evaluation findings
- be realistic and feasible within a project context
- indicate institution(s) responsible for implementation (addressed to a specific officer, group or entity who can act on it) and have a proposed timeline for implementation if possible
- be commensurate with the available capacities of project team and partners
- take resource requirements into account.

Recommendations should be structured by addressees:

- UNIDO
- Government and/or Counterpart Organizations
- Donor

C. Lessons learned

- Lessons learned must be of wider applicability beyond the evaluated project but must be based on findings and conclusions of the evaluation
- For each lesson, the context from which they are derived should be briefly stated

Annexes should include the evaluation TOR, list of interviewees, documents reviewed, a summary of project identification and financial data, including an updated table of expenditures to date, and other detailed quantitative information. Dissident views or management responses to the evaluation findings may later be appended in an annex.

Annex 2 – Job descriptions



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Independent evaluation of the UNIDO ITPO in Bahrain

Job description for International Evaluation Consultant

Post title	International Evaluation Consultant
Estimated duration	30 days over a period of 3.5 months
Starting date required	14.01.2019
Duty station	Home base; missions to ITPO Bahrain and selected countries covered by the EDIP

Organizational Context:

The Independent Evaluation Division 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 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:

The main purpose of this project is to mobilize domestic and foreign investments, thereby contributing to job creation in Bahrain, the Arab Region and in developing countries. This will be achieved by providing support, added value and advisory services to existing and potential entrepreneurs as well as by identifying and mobilizing financial, technological, and other resources required for the establishment of business partnerships and for enterprise growth and creation through the Enterprise Development and Investment Promotion (EDIP) Programme. The project will also identify opportunities for foreign and domestic investors and technology suppliers to find potential partners.

Duties of the international consultant:

The international evaluation consultant will collaborate with the national evaluation consultant on the independent evaluation of the UNIDO ITPO Bahrain. On the basis of the Terms of Reference s/he will carry out the following duties:

Duties	Duration	Location	Results
Desk review of project documents, reports, relevant evaluation reports, etc. Prepare an evaluation matrix addressing the key evaluation questions (as well as sub-questions and indicators, data sources, collection methods, etc.) Prepare a theory of change model to guide the evaluation content and process	5 days	Home base	List of evaluation questions
Interviews at UNIDO HQ and review of the evaluation matrix, theory of change and schedule.	2 days	UNIDO HQ	Notes
Evaluation mission; Field visits Briefing and debriefings	12 days, including 4 days' country visits	ITPO and other organizations in Bahrain and selected EDIP participating countries	Notes
Presentation of preliminary findings at UNIDO HQ	1 day	UNIDO HQ	Notes
Drafting of the evaluation report in EVA format; submission to stakeholders for comments; and finalization of report	9 days	Home base	Draft report Final Report
Total	30 days		

Qualifications:

- Master's degree in political science, development economics, business administration or related field
- Knowledge and experience in public investment and investment and technology promotion policies and programs
- Practical experience in evaluation

Technical and Functional Experience:

- Excellent drafting skills and ability to edit, and produce written reports.
- Knowledge of investment promotion issues, including in the context of inclusive and sustainable industrial development (ISID);

- Experience in leading evaluation activities;
- Strong presentation and communication skills and ability to present complex material in clear, concise and policy-relevant way.
- Strong inter-personal skills, initiative and ability to work within a team and work under pressure are desired. Capability to handle sensitive matters and exercise discretion.
- High level of computer skills, including proficiency with Microsoft Office and related programmes.

Languages: Fluency in written and spoken English is required. Knowledge of another official UN language is an advantage

Absence of Conflict of Interest: According to the UNIDO Evaluation Policy, 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.



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Independent evaluation of the UNIDO ITPO in Bahrain

Job description for National Evaluation Consultant

Post title	National Evaluation Consultant
Estimated duration	43 days over a period of 3 work months
Starting date required	14.01.2019
Duty station	Home based (travel within Bahrain, if required, will be covered separately)

Organizational Context:

The Independent Evaluation Division 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 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:

The main purpose of this project is to mobilize domestic and foreign investments, thereby contributing to job creation in Bahrain, the Arab Region and in developing countries. This will be achieved by providing support, added value and advisory services to existing and potential entrepreneurs as well as by identifying and mobilizing financial, technological, and other resources required for the establishment of business partnerships and for enterprise growth and creation through the Enterprise Development and Investment Promotion (EDIP) Programme. The project will also identify opportunities for foreign and domestic investors and technology suppliers to find potential partners.

Duties of the National consultant:

The National Evaluation Consultant will evaluate the projects according to the Terms of Reference under the leadership of the Team Leader (International Evaluation Consultant). S/he will perform the following tasks:

MAIN DUTIES	Concrete/ measurable outputs to be achieved	Expected duration (incl. travel days)	Location
<p>Review and analyze project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data);</p> <p>In cooperation with the Team Leader, discuss and finalise the evaluation matrix which determines the key data to be collected in the field;</p> <p>prepare required instruments in both English and local language (questionnaires, logic models) to collect these data through interviews and/or surveys during and prior to the field missions;</p> <p>Coordinate and lead interviews/ surveys 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; provide analysis and advise the Team Leader on existing and appropriate policies for input to the TE.</p>	<ul style="list-style-type: none"> • List of detailed evaluation questions to be clarified; questionnaires/interview guide; logic models; list of key data to collect, draft list of stakeholders to interview during the field missions • Drafting and presentation of brief assessment of the adequacy of the country's legislative and regulatory framework in the context of the project. 	6	Home-based
<p>Based on the agreed evaluation matrix:</p> <p>Support the preparation and conduct of a comprehensive Survey to assess ITPO's service to clients in upgrading institutional capacity of relevant public/private-sector institutions in developing countries and the Arab Region;</p> <p>Support the preparation and analysis of investment promotion and technology opportunities through global and regional forums and events</p>	<ul style="list-style-type: none"> • List of companies to participate in Survey • List of training participants/ Delegates to participate in survey • Analysis of survey data 	7	

MAIN DUTIES	Concrete/ measurable outputs to be achieved	Expected duration (incl. travel days)	Location
<p>Review all project outputs/ publications/feedback;</p> <p>Briefing with the evaluation team leader, UNIDO project managers and other key stakeholders.</p> <p>Coordinate the schedule of the evaluation mission, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, in close cooperation with the Project Management Unit.</p>	<ul style="list-style-type: none"> • Interview notes, detailed evaluation schedule and list of stakeholders to interview during the field missions. • Division of evaluation tasks with the Team Leader. • Evaluation matrix and theory of change 	11	Home-based (telephone interviews)
<p>Coordinate and conduct the field mission with the Team Leader in cooperation with the Project Management Unit, where required;</p> <p>Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p>	<ul style="list-style-type: none"> • Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission. • Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks. 	6	Manama, Bahrain
<p>Prepare inputs and analysis to the evaluation report according to TOR and as agreed with the Team Leader</p>	<ul style="list-style-type: none"> • Draft evaluation report prepared. 	6	Home-based
<p>Contribute to the draft project evaluation report based according to UNIDO standards.</p>	<ul style="list-style-type: none"> • Final evaluation report prepared. 	7	Home-based
TOTAL		43	

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:

- Master's degree in political science, development economics, business administration or related field
- Knowledge and experience in public investment and investment and technology promotion policies and programs
- Practical experience in evaluation

Technical and functional experience:

- A minimum of five years practical experience in the field of environment and energy, including evaluation experience at the international level involving technical cooperation in developing countries.
- Exposure to the needs, conditions and problems in developing countries.
- Familiarity with the institutional context of the project is desirable.

Languages: Fluency in written and spoken English and Arabic 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 Independent Evaluation Division

Project Results Framework					
Outcome	Output	Activity	KPI' s / Indicators	Means of Verification	Assumptions
Development Goal/Impact: Bahrain, developing countries and countries with economies in transition will benefit from domestic and foreign investments, thereby contributing to job creation in Bahrain, the Arab Region and in developing countries.			<ul style="list-style-type: none"> - # of companies utilizing services of assisted intermediary providers - # of employment opportunities created <p><i>**Targets are identified each year in the Annual Work Programme</i></p>	<ul style="list-style-type: none"> - ITPO monitoring system - Progress reports - ITPO website 	<ul style="list-style-type: none"> - All activities generated depend on the availability of funding and resources available. - Reporting of activities is primarily the responsibility of the ITPO staff
Outcomes: 1. Developing countries and countries with economies in transition will benefit from increased investment projects and transfer of sustainable technology from Bahrain and the Arab Region through private sector cooperation.			<ul style="list-style-type: none"> - # of investment projects concluded - # of investment projects in operational - Value of investment generated in projects implemented and in operation (USD) - # of additional jobs created (sex-disaggregated data) 	<ul style="list-style-type: none"> - ITPO monitoring system - Company survey 	<ul style="list-style-type: none"> - Reporting of activities is primarily the responsibility of the ITPO staff
2. Domestic investors (existing enterprises and start-ups), institutions and IPAs in Bahrain, the Arab Region and developing countries benefit from increased knowledge, skills and awareness of investment and technology opportunities.			<ul style="list-style-type: none"> - Volume of investment and technology mobilized - % of investors/start-ups directly supported by the ITPO state that (sex-disaggregated data): <ul style="list-style-type: none"> a. ITPO has been 'effective' or 'very effective' as a partner b. Their capacity and knowhow has been enhanced 	<ul style="list-style-type: none"> - ITPO monitoring system - Supported institution survey - EDIP Programme participant survey (every several years) 	<ul style="list-style-type: none"> - Reporting of activities is primarily the responsibility of the ITPO staff
Output 1: Upgraded institutional capacity of relevant public/private-sector institutions in developing countries and the Arab Region to provide support services to foreign and domestic investors (existing enterprises and start-ups)					

<p>1.1 Implement the EDIP Programme in developing countries and countries with economies in transition, in partnership with local IPAs, development agencies, banks and business-related organizations</p> <p>1.2 Organize EDIP workshops, focusing on youth and women, in cooperation with the relevant partner institutions</p> <p>1.3 Assist industry/trade associations in their efforts to establish business incubators, clusters and other industrial development models</p> <p>1.4 Provide policy advice to developing countries/countries with economies in transition based on Bahrain's experience in policy-making towards technological and economic development</p> <p>1.5</p>	<ul style="list-style-type: none"> - At least 1 EDIP workshop organized per year - Establish EDIP units in 2-3 countries 	<p>ITPO annual reports</p>	<p>Better informed, better functioning, more efficient IPAs will provide better services to investors, start-ups, entrepreneurs leading to increase in quality and quantity of investments</p>
<p>Output 2. Promotion of investment and technology opportunities through global and regional forums and events</p>			
<p>2.1 Organize regional and global investment promotion events and business delegations, targeting potential investors in Bahrain and throughout the Arab Region</p> <p>2.2 Disseminate information on investment climate and investment opportunities through the ITPO website, newsletters, quarterly magazines and other communication media</p> <p>2.3 Host Delegates from IPAs and other relevant institutions from developing countries to provide them with opportunities to establish contacts with the business community in Bahrain and in the Arab Region and expose them to relevant technologies</p> <p>2.4 Organize and/or participate in technology exhibitions to promote innovative and sustainable technologies</p>	<ul style="list-style-type: none"> - 2-3 investment events organized/attended per year - 40 to 50 investment profiles formulated - 500 bilateral meetings organized - 250 to 300 entrepreneurs assisted (sex-disaggregated data) - 1-2 COMFAR trainings per year - 2-5 technology exhibitions, workshops and other events organized or attended per year - 200 bilateral meetings organized 	<p>ITPO progress reports</p> <p>ITPO progress reports</p>	<p>Investors will be better informed, which will lead to more and higher quality investments</p> <p>Modern, efficient, clean technologies adopted by developing countries through transfer of technology will lead to more competitive and sustainable enterprises able to compete in global markets</p>

<p>to potential beneficiaries and facilitate match-making</p> <p>2.5 Establish and maintain working relations and contacts with the industrial community, institutions, business organizations and financial institutions in Bahrain and throughout the Arab Region</p> <p>2.6 Organize the International Entrepreneurs Investment Forum to promote and facilitate business partnerships and investments for domestic enterprise creation and expansion in employment intensive sectors</p> <p>2.7 Cooperate with the UNIDO COMFAR team in the organization of training workshops for preparation of pilot projects and investment proposals</p>			
<p>Output 3: Strategic cooperation with UNIDO HQs and the ITPO Network</p>			
<p>1.1 Participate in Annual ITPO Heads Meeting</p> <p>1.2 Support and contribute to UNIDO Global Forum activities</p> <p>1.3 Support promotional and marketing activities of the ITPO Network</p> <p>1.4 Promote UNIDO through website, annual report, newsletter, quarterly magazine and other communication media</p> <p>1.5 Facilitate UNIDO Headquarters' missions to Bahrain and in the region</p>	<p>- 1 ITPO Heads meeting per year</p> <p>- 2-5 UNIDO events attended per year</p> <p>- 1 annual report published per year</p> <p>- 2-5 brochures produced per year</p>	<p>Activity reports/ Annual Report</p>	<p>Increased public awareness of UNIDO's activities and services, especially in the field of investment and technology transfer, leading to increased funding for UNIDO TC in developing countries</p>

Annex 5 – Project results framework

Annex 6 – Guidance on integrating gender in evaluations of UNIDO projects and programmes

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/programmes can be divided into two categories: 1) those where promotion of gender equality is one of the key aspects of the project/programme; 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.

Gender responsive evaluation questions

The questions below will help evaluation managers/evaluators to mainstream gender issues in their evaluations.

Design

- ✓ Is the project/programme in line with the UNIDO⁵ and national policies on gender equality and the empowerment of women?
- ✓ Were gender issues identified at the design stage?
- ✓ Did the project/programme 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/programme is people-centered, were target beneficiaries clearly identified and disaggregated by sex, age, race, ethnicity and socio-economic group?
- ✓ If the project/programme 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?

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/programme promotes gender equality and/or women's empowerment, did the project/programme monitor, assess and report on its gender related objective/s?

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/programme with gender related objective/s, to what extent has the project/programme achieved the objective/s? To what extent has the project/programme reduced gender disparities and enhanced women's empowerment?

⁵ Once the gender mainstreaming strategy and action plans to guide the process of addressing gender issues in industrial development interventions are developed, the project/programme should align to the strategy or action plans.