



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of project

**Promoting market-based development of small to medium-scale renewable
energy systems in Cape Verde**

UNIDO ID: 100332

GEF Project ID: 3923

December 2018

Contents

I.	PROJECT BACKGROUND AND CONTEXT	3
1.	Project factsheet	3
2.	Project context.....	3
3.	Project objective and expected outcomes	5
4.	Project implementation arrangements	6
5.	Budget information	8
II.	Scope and purpose of the evaluation	10
III.	Evaluation approach and methodology.....	10
1.	Data collection methods.....	10
2.	Evaluation key questions and criteria	11
3.	Rating system.....	12
IV.	Evaluation process.....	13
V.	Time schedule and deliverables.....	13
VI.	Evaluation team composition	13
VII.	Reporting.....	14
VIII.	Quality assurance	15
	Annex 1: Project Logical Framework.....	16
	Annex 2: Detailed questions to assess evaluation criteria	21
	Annex 3: Job descriptions	21
	Annex 4- Outline of an in-depth project evaluation report.....	29
	Annex 5: Checklist on evaluation report quality	31
	Annex 6: Guidance on integrating gender in evaluations of UNIDO projects and Projects	32
	Table 1. Financing plan summary.....	8
	Table 2. Financing plan summary - Outcome breakdown	8
	Table 3. Co-Financing source breakdown	8
	Table 4. UNIDO budget execution	9
	Table 5. Project evaluation criteria.....	11
	Table 6. Project rating criteria	12
	Table 7. Major timelines	13

I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet¹²

Project title	Promoting market-based development of small to medium-scale renewable energy systems in Cape Verde
UNIDO ID	100332
GEF Project ID	3923
Region	West Africa
Country(ies)	Cape Verde
Project donor(s)	GEF
Project implementation start date	1 st March 2012
Expected duration at project approval	36 months
Expected implementation end date	31 st March 2019
GEF Focal Areas and Operational Project	Climate Change, CC-SP3-RE
Implementing agency(ies)	UNIDO
Executing Partners	Ministry of Industry and Energy, ECOWAS Centre for Renewable Energy and Energy Efficiency
Donor funding	USD 1,758,182
Project GEF CEO endorsement / approval date	October 2011
UNIDO input (USD)	USD 200,000
Co-financing at CEO Endorsement, as applicable	USD 6,856,421
Total project cost (USD), excluding support costs and PPG	USD 8,614,603
Planned terminal evaluation date	February – March 2019

(Source: Project document)

2. Project context

Cape Verde is a small island country consisting of 10 islands and 13 islets, with a total population of about 540.000 inhabitants. In the recent past, Cape Verde continued to register positive socio-economic growth, as demonstrated by the transition of its status to a middle income country, also sustained by the growth in the touristic sector.

The country is very dry, rainfalls are very rare and sea desalination is the only source of potable water for most of the islands. As such, water desalination consumes a significant part of the power generated in the country, implying that the power and water supply sectors are closely linked. At the country level and at the levels of specific islands, power demand is rapidly growing and is already close to the supply capacity. As a result the dependence on imported petroleum products is increasing and exerting a heavy burden on the national budget. Besides electricity, others forms of energy used for cooking are biomass and gas.

¹ Data to be validated by the Consultant

The economic growth contributed to a corresponding increase in demand for petroleum products, electricity and desalinated water and consequently carbon emissions. Therefore, the country and particularly some islands are faced with increasing power deficit that is already hampering economic and social development. Although considerable investments have been made in power infrastructure in the last few years, they have largely failed to address the ever widening power supply shortage on some islands. Besides, these investments have focused on expanding the current fossil fuel based power generation capacity and distribution networks. This happens despite of the country being endowed with different renewable energy resources - mainly wind and solar energy - that, if developed, could significantly augment the current power supply systems. Furthermore, electricity tariffs are generally high, so the need of projects based on renewable energy is particularly relevant.

The introduction of large renewable energy projects in Cape Verde is on the way; however by developing only large scale energy projects with high up-front investment costs the Government targets will probably not be completely achieved. Large scale projects have high infrastructural development needs and may pose a great stress to the existing grid and thus they will not constitute the only solution to address the electricity production and supply in smaller islands of Cape Verde, especially in remote areas.

Therefore, there is a strong need for an effort to promote investments in small to medium scale renewable energy projects that would both meet the country's needs and would not need huge and complex financial arrangements that are required in the case of large scale projects. Indeed, small to medium scale renewable energy systems have much smaller infrastructural development needs, reduced up-front investment and maintenance costs.

Many barriers of different kind hamper the development of small to medium scale renewable energy projects, mainly:

- 1) Financial barriers:
 - High capital costs / Limited budgets;
 - High transaction costs;
 - Financing institutions / Banking sector loan rates.
- 2) Regulatory barriers:
 - Support for renewable energy and lack of institutional capacity
- 3) Technical barriers:
 - Insufficient technical capacity in the market to identify, develop and implement renewable energy projects;
 - Technical limitation of integrating renewable energy systems in to the grid
- 4) Information and awareness barriers:
 - Limited information on small to medium scale renewable energy technology and opportunities;
 - Lack of understanding of the commercial viability of renewable energy projects.

3. Project objective and expected outcomes

The ultimate project's objective is to reduce greenhouse gas emissions and to support sustainable development in Cape Verde by creating market conditions conducive to the development of small to medium scale renewable energy systems in line with the national energy policy objectives of making the country less dependent on imported fossil fuels. The project seeks to address many of the above-mentioned barriers to renewable energy by delivering an integrated approach that combines substantial capacity building with technical assistance interventions at the policy and demonstration project level. Primary target beneficiaries of the project are energy regulators and implementing institutions, potential energy generators (managers and engineers), energy users, training institutes, energy professionals and service providers and the financial sector.

The project consists of four technical components (PCs) and nine outputs.

PC1 aims at demonstrating the technical feasibility and commercial viability of small to medium scale renewable energy systems, either in grid connected or stand-alone format. The objective of this component is to mitigate technical and information barriers through the installation of demonstration projects and deliver GHG emission reductions as well as financial barriers through the creation of a dedicated seed fund (with contributions from ECREEE's ECOWAS Renewable Energy Facility and the GEF) to provide co-funding to support the development of small to medium scale renewable energy projects which will generate added emission reductions. The component also generates national case studies and best practices on small to medium scale renewable energy projects that would have good replication potential in Cape Verde. The projects aims at creating best practice examples for the country for further dissemination and to help raise awareness through the identification and installation of small to medium scale renewable energy pilot projects. This component also helps developing the market and increasing confidence for small to medium scale renewable energy.

Related Outputs:

- 1.1. *Three renewable energy projects designed, implemented, independently evaluated and lessons learned widely disseminated to stakeholders*
- 1.2. *Dedicated seed funding provided as grant and co-financing to investments in small to medium scale renewable energy projects and businesses*

PC2 aims to address financial barriers for further small to medium scale renewable energy projects in Cape Verde. This is expected to be achieved through two activities, firstly through the preparation of a national investment strategy and business plan for scaling up or replicating small to medium scale renewable energy demonstration projects. Secondly through the development of the study on how Brava Island can run on 100% RE electricity, in which additional small to medium scale renewable energy projects will be identified.

Related Outputs:

- 2.1. *Investment and Business strategy for the replication of renewable energy projects and stimulation of local entrepreneurial activities in the renewable energy sector is finalized;*
- 2.2. *Study of options to provide 100% RE electricity for Brava.*

PC3 aims to strengthen the regulatory framework to effectively promote and support small to medium scale renewable energy development into economic and social sectors. This component reviews the current regulations concerning the installation of small to medium scale renewable energy projects and identifies barriers to small to medium renewable energy projects and presents to the Government of Cape Verde and Agência de Regulação Económica (ARE) a series of recommendations on any revisions or

additions need to the current regulatory framework to help overcome any regulatory barriers to the development of small to medium scale renewable energy projects.

Related Outputs:

- 3.1. Existing legal and regulatory framework reviewed and a conducive regulatory framework focusing on small to medium scale renewable energy projects proposed and presented to national authorities;*
- 3.2. Policy and regulatory propositions for integrating small to medium scale renewable energy into economic and social sectors such as education, health etc developed.*

PC4 primarily focuses on strengthening the institutional capacity as well as addressing the insufficient technical capacity within market enablers and market players (especially entrepreneurs, banks etc) to identify, develop and implement small to medium scale renewable energy projects. This component aims to build and strengthen technical capacity with respect to small to medium scale renewable energy at the institutional, market and enterprises levels through both a “train-the-trainers” approach and direct training.

Related Outputs:

- 4.1. Institutional capacity needs evaluated, training programmes developed, and training conducted;*
- 4.2. Awareness raising programmes including targeted seminars; coaching clinics held;*
- 4.3. Training programmes for market enablers and market players especially entrepreneurs, banks etc developed and training conducted.*

4. Project implementation arrangements

UNIDO holds the ultimate responsibility for the implementation of the project, the delivery of the planned outputs and the achievement of the expected outcomes. The project has been directly executed by UNIDO in collaboration with the Ministry of Tourism, Industry and Energy (MTIE), ELECTRA and ECREEE.

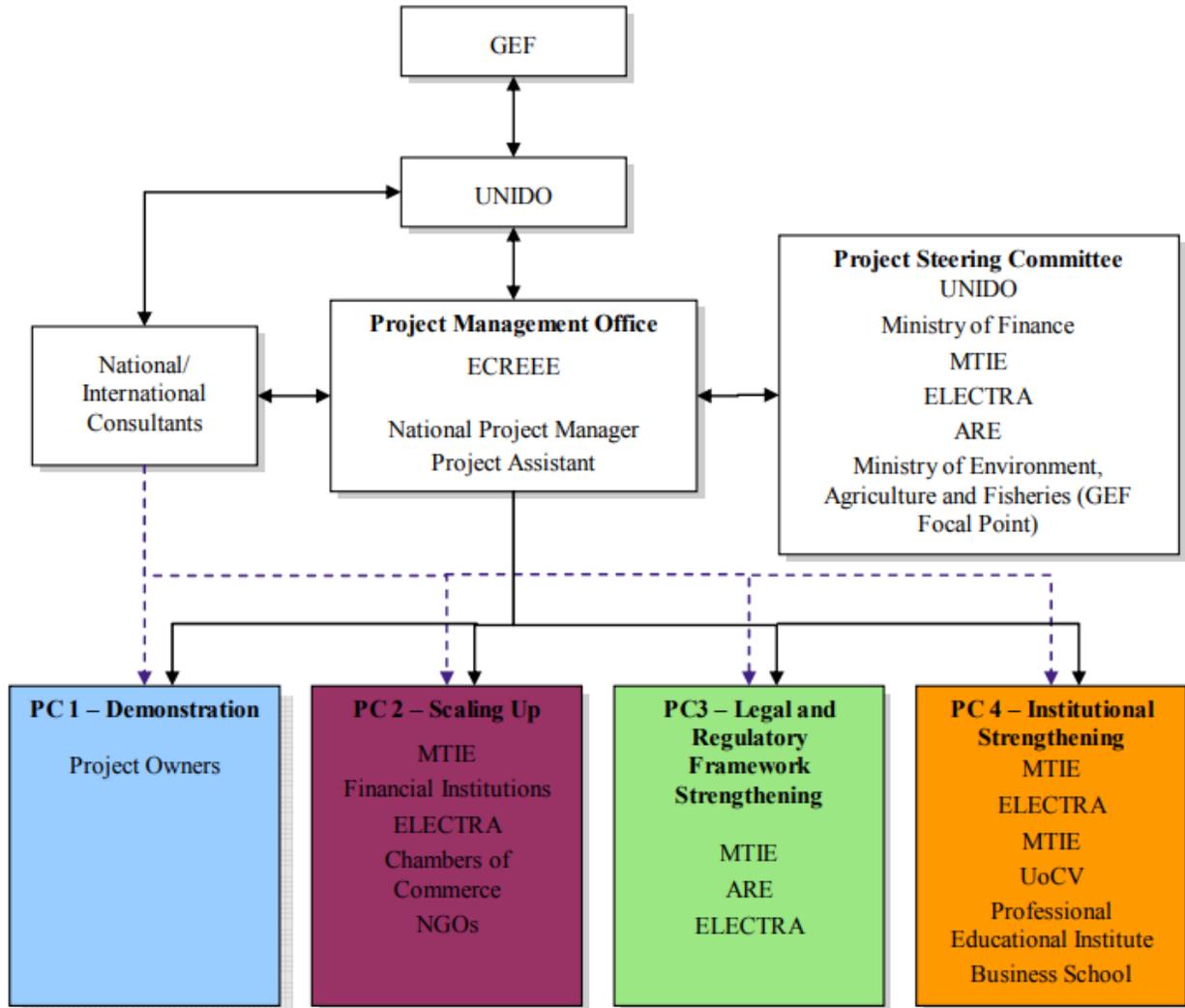
Furthermore, UNIDO is responsible for the general management and monitoring of the project, and reporting on the project performance to the GEF. UNIDO is also in charge of procuring the international and national expertise, technologies, services etc needed to deliver the outputs planned under the four project components.

As agreed with the Government of Cape Verde, the **MTIE** has the overall project coordination responsibility. A Project Management Office (PMO) is hosted by the Secretariat of ECREEE based in Praia, Cape Verde.

The **PMO-ECREEE** consists of a National Project Manager (NPM) and a Project Administrative Assistant (PAA). The PMO is responsible for the day-to-day management, monitoring and evaluation of project activities as in the agreed project work plan. The PMO also coordinates all project activities being carried out by project national experts and partners. It is also in charge of the organization of awareness raising, seminars and training to be carried out under Project Component 3. The PMO is part-funded by the GEF budget plus in-kind funding and co-finance from the Government of Cape Verde and ECREEE. During the whole implementation period of the project UNIDO is expected to provide the PMO with the necessary management and monitoring support. The PMO is also responsible for the communication and dissemination of the opportunities and results from this project which is important to the sustainable development of the small to medium scale renewable energy market in Cape Verde.

A **Project Steering Committee (PSC)** was established for periodically reviewing and monitoring project implementation progress, facilitate co-ordination between project partners, provide transparency and guidance, and ensuring ownership, support and sustainability of the project results. The Steering Committee presents a balanced representation from key ministries, public institutions, private sector, NGOs, UNIDO and other international organizations partnering in the project or having relevant ongoing programmes.

The project management structure as designed is provided in **Error! Reference source not found..**



5. Budget information

Table 1. Financing plan summary

\$	<i>Project Preparation</i>	<i>Project</i>	<i>Total (\$)</i>
Financing (GEF / others)	60,000	1,758,182	1,818,182
Co-financing (Cash and In-kind)	90,000	6,856,421	6,946,421
Total (\$)	150,000	8,614,603	8,764,603

Source: Project document / progress report

Table 2. Financing plan summary - Outcome breakdown³

Project component	Donor (GEF/other) (\$)	Co-Financing (\$)	Total (\$)
1.Demonstrating technical feasibility and commercial viability of small to medium scale RE projects and establishment of seed fund for project replication	1,427,202	6,241,300	7,668,502
2.Resource Assessment and scaling up strategy	73,600	53,662	127,262
3.Consolidating a comprehensive legal and regulatory framework conducive to the development of small to medium scale renewable energy projects	25,200	86,461	111,661
4.Capacity building and awareness raising	82,880	142,718	225,598
5.Project management and coordination	149,300	332,280	481,580
Total (\$)	1,758,182	6,856,421	8,614,603

Source: Project document / progress report

Table 3. Co-Financing source breakdown

Name of Co-financier (source)	In-kind	Cash	Total Amount (\$)	%
UNIDO <i>Implementing Agency</i>	140,000	60,000	200,000	2,92%
Government of Cape Verde	131,613	68,059	199,672	1,92%

³ Source: Project document.

<i>National Government</i>				
ECREEE <i>Regional Center</i>	176,172	780,000	956,172	13,94%
Electra <i>National Utility</i>		3,513,400	3,513,400	51,24%
Agua Brava Electric <i>Private sector</i>		1,287,220	1,287,220	18,77%
Brava Island Municipality <i>Municipality</i>		50,400	50,400	0,74%
Mindelo Hospital <i>Private sector</i>		67,100	67,100	0,98%
Ribeira Grande Municipality <i>Municipality</i>		319,000	319,000	4,65%
Carrical Municipality <i>Municipality</i>		187,500	187,500	2,73%
Sao Nicolau Municipality <i>Municipality</i>		67,837	67,837	0,99%
IEFP <i>Government Institution</i>	8,120		8,120	0,12%
Total Co-financing (\$)	455,905	6,400,516	6,856,421	100%

Source : Project document

Table 4. UNIDO budget execution (Grant n. 200000233)

Items of expenditure	2012	2013	2014	2015	2016	2017	2018	Total expend.	%/ total
Contractual Services		837,180	397,000		-69.61		-138.69	1,233,971.7	78,9%
Equipment				8,963.1				8,963.1	0,6%
International Meetings				2,380.37		2,690.07	0,44	5,114.44	0,4%
Local travel		6,683.71	4,655.43	1,677.8	-877.07	2,316.05	759,34	15,248.92	0,9%
Nat. Consult./Staff	6,980.04	42,683.8	42,915.17	48,672.84	45,026.68	40,309.48	33,965.36	260,553.37	16,7%
Other Direct Costs	15.95	29.63	-233.85	9,929.86	646,1	1,558.83	5,78	12,030.42	0,8%
Staff & Intern Consultants		10,864.63		6,323.45	10,011.77	49,91	9,29	27,377.85	1,7%
Grand Total	9,007.99	899,454.77	446,350.75	79,962.42	56,754.77	49,031.43	36,802.67	1,563,259.8	100%

Source: UNIDO Project Management database as of 10 December 2018

II. Scope and purpose of the evaluation

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date in 3/1/2012 to the estimated completion date in 3/31/2019.

The evaluation has two specific objectives:

- (i) Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability and progress to impact; and
- (ii) Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.

III. Evaluation approach and methodology

The TE will be conducted in accordance with the UNIDO Evaluation Policy⁴ and the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle⁵. In addition, the GEF Guidelines for GEF Agencies in Conducting Terminal Evaluations, the GEF Monitoring and Evaluation Policy and the GEF Minimum Fiduciary Standards for GEF Implementing and Executing Agencies will be applied.

The evaluation will be carried out as an independent in-depth evaluation using a participatory approach whereby all key parties associated with the project will be informed and consulted throughout the evaluation. The evaluation team leader will liaise with the UNIDO Independent Evaluation Division (ODG/EIO/IED) on the conduct of the evaluation and methodological issues.

The evaluation will use a theory of change approach and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change will identify causal and transformational pathways from the project outputs to outcomes and longer-term impacts, and drivers as well as barriers to achieve them. The learning from this analysis will be useful to feed into the design of the future projects so that the management team can effectively manage them based on results.

1. Data collection methods

Following are the main instruments for data collection:

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

⁴ UNIDO. (2015). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/(M).98/Rev.1)

⁵ UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006)

- (c) **Field visit** to project sites in Cape Verde.

2. Evaluation key questions and criteria

The key evaluation questions are the following:

- (a) What are the key drivers and barriers to achieve the long term objectives? To what extent has the project helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long term objectives?
- (b) How well has the project performed? Has the project done the right things? Has the project done things right, with good value for money?
- (c) What have been the project's key results (outputs, outcome and impact)? To what extent have the expected results been achieved or are likely to be achieved? To what extent the achieved results will sustain after the completion of the project?
- (d) What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?

The evaluation will assess the likelihood of sustainability of the project results after the project completion. The assessment will identify key risks (e.g. in terms of financial, socio-political, institutional and environmental risks) and explain how these risks may affect the continuation of results after the project ends. Table 5 below provides the key evaluation criteria to be assessed by the evaluation. The details questions to assess each evaluation criterion are in annex 2.

Table 5. Project evaluation criteria

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

Performance of partners

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

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

Other Assessments required by the GEF for GEF-funded projects:

The terminal evaluation will assess the following topics, for which **ratings are not required**:

- Need for follow-up:** e.g. in instances financial mismanagement, unintended negative impacts or risks.
- Materialization of co-financing:** e.g. the extent to which the expected co-financing materialized, whether co-financing was administered by the project management or by some other organization; whether and how shortfall or excess in co-financing affected project results.
- Environmental and Social Safeguards⁶:** appropriate environmental and social safeguards were addressed in the project’s design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder.

3. Rating system

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Division uses a six-point rating system, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory) as per **Error! Reference source not found.**

Table 6. Project rating criteria

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

⁶ Refer to GEF/C.41/10/Rev.1 available at: http://www.thegef.org/sites/default/files/council-meetingdocuments/C.41.10.Rev_1.Policy_on_Environmental_and_Social_Safeguards.Final%20of%20Nov%2018.pdf

IV. Evaluation process

The evaluation will be conducted from February to March 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. Time schedule and deliverables

The evaluation is scheduled to take place from February to March 2019. The evaluation field mission is tentatively planned for end of 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 in Cape Verde. The tentative timelines are provided in **Error! Reference source not found..**

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

Table 7. Tentative timelines

Timelines	Tasks
Beginning of February 2019	Desk review and writing of inception report
February 2019	Briefing with UNIDO project manager and the project team based in Vienna through Skype
End of February 2019	Field visit to Cape Verde
Beginning of March 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
End of March 2019	Final evaluation report

VI. Evaluation team composition

The evaluation team will be composed of one international evaluation consultant acting as the team leader and one national evaluation consultant. The evaluation team members will possess relevant strong experience and skills on evaluation management and conduct together with expertise and experience in innovative clean energy technologies. Both consultants will be contracted by UNIDO.

The tasks of each team member are specified in the job descriptions annexed to these terms of reference. The ET is required to provide information relevant for follow-up studies, including terminal evaluation verification on request to the GEF partnership up to three years after completion of the terminal evaluation.

According to UNIDO Evaluation Policy, members of the evaluation team must not have been directly involved in the design and/or implementation of the project under evaluation.

The UNIDO Project Manager and the project team in Cape Verde will support the evaluation team. The UNIDO GEF Coordinator and GEF OFP(s) will be briefed on the evaluation and provide support to its conduct. GEF OFP(s) will, where applicable and feasible, also be briefed and debriefed at the start and end of the evaluation mission.

An evaluation manager from UNIDO Independent Evaluation Division will provide technical backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO Project Manager and national project teams will act as resourced persons and provide support to the evaluation team and the evaluation manager.

VII. Reporting

Inception report

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

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); division of work between the International Evaluation Consultant and national consultant; mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable⁷.

Evaluation report format and review procedures

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

The ET will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feed-back in preparing the evaluation report. A presentation of preliminary findings will take place at UNIDO HQ after the field mission.

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

The TE report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, exactly what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given in annex 4.

VIII. Quality assurance

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

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality, attached as Annex 5. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO Independent Evaluation Division should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Independent Evaluation Division, which will submit the final report to the GEF Evaluation Office and circulate it within UNIDO together with a management response sheet.

Annex 1: Project Logical Framework

Project Strategy		Objectively verifiable indicators				
		Indicator (quantified and time-bound)	Baseline	Target	Source verification	Risks and Assumptions
Goal	To reduce energy use related emissions of greenhouse gases produced by the energy sector of Cape Verde	<ol style="list-style-type: none"> 1. Incremental avoided CO₂eq emission (tonnes of CO₂eq) 2. Energy generated from renewable energy (in kWh and as % of total) 	<ol style="list-style-type: none"> 1. No direct CO₂eq emission reductions 2. No indirect CO₂eq emission reductions 	<p>Cumulative reduction of GHG of around 246,239 tCO₂ over the lifetime of the projects (20 years for wind turbines and 10 years for other projects)</p> <p>138,600 MWh of renewable energy generated over the period 2013-2024</p>	<ol style="list-style-type: none"> 1. ECREEE 2. Project reports 	<p>The Government of Cape Verde remains committed in the medium and long-term to renewable energy.</p> <p>Life cycle energy costs reduction becomes a priority for consumers.</p>
Objective of the project	To create market conditions conducive to the development of small to medium scale renewable energy systems in Cape Verde.	<ol style="list-style-type: none"> 1. Installed capacity of renewable energy (kW) 2. Energy generated from renewable energy (kWh) 3. Adoption of policy frameworks supporting renewable energy 	<ol style="list-style-type: none"> 1. 0 kWh generated from renewable energy 2. No conducive regulations 	<ol style="list-style-type: none"> 1. 3.6 MW installed 2. 12,600 MWh generated per year by 2014 3. Renewable energy regulations in place 	<ol style="list-style-type: none"> 1. Reports on the demonstration projects installed 2. Regular project reporting on generation capacity 3. Report on regulations in place 	<p>The Government of Cape Verde remains committed in the medium and long-term to renewable energy.</p> <p>Life cycle energy costs reduction becomes a priority for consumers.</p>
Project Component 1						

Project Strategy		Objectively verifiable indicators				
		Indicator (quantified and time-bound)	Baseline	Target	Source verification of	Risks and Assumptions
Outcome 1	<p>Technical feasibility and commercial viability of small to medium scale renewable energy projects in Cape Verde demonstrated.</p> <p>Capacity of installed renewable energy increased by at least 1.6 MW and GHG emissions avoided.</p>	<p>1. Number of RE projects implemented</p> <p>2. Installed capacity of RE installed (kW)</p>	<p>1. No projects installed.</p>	<p>1. 3 RE projects installed between 2012 and 2014 with installed capacity of over 1.6 MW</p> <p>2. Seed fund established to provide support for the development of at least 5 new projects correspondent to 2 MW further RE installed</p>	<p>1. Evaluation reports</p> <p>2. Project reports</p> <p>3. Project website</p>	<p>Fossil fuel prices remain high in the medium and long-term</p> <p>Co-finance is available for each project and there is the technical capacity to install the project.</p>
Output 1.1	<p>Four renewable projects installed to demonstrate the technical feasibility and commercial viability of such projects.</p>	<p>1. Number of RE projects implemented with direct support from GEF.</p> <p>2. Installed capacity of new RE projects (kW)</p> <p>3. Annual RE electricity generated (MWh)</p> <p>4. GHG avoided (tonnes CO₂)</p>	<p>1. No projects installed</p> <p>2. 0 kW of RE installed</p>	<p>1. 3 projects implemented with direct support from GEF.</p> <p>2. Installed capacity of > 1.6 MW of RE.</p> <p>3. Annual RE electricity generated of 5,800 MWh</p> <p>4. Annual GHG avoided of 4,158 tonnes CO₂</p>	<p>1. Project implementers' records.</p> <p>2. Independent evaluation reports</p> <p>3. Project reports</p> <p>4. ECREEE project records</p>	<p>Companies partnering with the GEF project fulfil their co-financing commitments</p> <p>Fossil fuel prices remain high</p>
Output 1.2	<p>Specialised renewable energy seed fund established for Cape Verde with contributions from ECREEE's ECOWAS Renewable Energy Facility (EREF) and GEF</p>	<p>1. Number of pre-feasibility and feasibility studies funded.</p> <p>2. Number of RE projects invested in.</p> <p>3. Installed capacity of new RE projects (kW)</p>	<p>1. No projects outside of the demonstration projects.</p> <p>2. Installed capacity equal to demonstration project capacity</p>	<p>1. 5 new projects invested in partly funded by the seed fund</p> <p>2. 2 MW further RE installed</p>	<p>1. Project evaluations</p> <p>2. Project reports</p> <p>3. Project website</p> <p>4. EREF</p>	<p>Sustained Government support to agreed project activities</p> <p>EREF managed by ECREEE if fully operational</p> <p>Reduction in energy bills remains a priority for companies' top management</p> <p>Fossil Fuel prices remain high.</p>

Project Strategy		Objectively verifiable indicators				Risks and Assumptions
		Indicator (quantified and time-bound)	Baseline	Target	Source verification of	
Project Component 2						
Outcome 2	Market environment for deployment of small to medium-scale renewable energy projects established.	1. Investment and Business strategy prepared and approved 2. Number of pre-feasibility and feasibility studies and business plans funded 3. Number of investment and business promotion projects invested in 4. New RE projects installed capacity	1. No investment strategy for SMS RE projects 2. Installed capacity equal to demonstration capacity	1. Investment strategy and business plan prepared 2. Identification of at least 5 new projects for 2MW of further RE installed 2. Strategy for development of 100% RE for Brava produced	1. Project evaluations 2. Project reports	Fossil fuel prices remain high in the medium and long-term The ECOWAS Renewable Energy Facility (EREF) managed by ECREEE if fully operational
Output 2.1	Investment and Business strategy for scaling up or replicating pilot projects in the country finalized	1. Investment and Business strategy for RE report.	1. No investment strategy for RE	1. An investment strategy prepared	1. Project reports	Sustained Government support to agreed project activities
Output 2.2	Study of options to provide 100% RE electricity for Brava	1. Report on 100% RE options for Brava 2. Strategy document for development of 100% RE for Brava.	1. No report produced 2. No strategy for Brava	1. Report produced	1. Project evaluations 2. Project reports	Sustained Government support to 100% RE electricity in Brava
Project Component 3						
Outcome 3	Legal and Regulatory frameworks conducive to the development of small to medium scale renewable energy projects are strengthened and operationalized.	1. Existing legal and regulatory framework covering small to medium-scale renewable energy systems are strengthened.	1. Existing legalisation and regulations for large RE systems.	1. New regulations supporting small to medium scale RE development prepared and accepted by national authorities which overcome barriers to development of small to medium RE projects.	1. RE regulations 2. Project reports	Sustained Government support to agreed project activities.

Project Strategy		Objectively verifiable indicators				
		Indicator (quantified and time-bound)	Baseline	Target	Source verification of	Risks and Assumptions
Output 3.1	Existing regulatory framework reviewed and conductive regulatory framework focusing on small to medium scale renewable energy projects proposed and presented to national authorities.	1. Document on the review of current RE regulations related to small and medium scale RE projects. 2. Document identifying barriers to development of small and medium scale RE projects.	1. Robust package of legislation for large RE development.	1. Strengthening current legislation (definition of a strategy and plan for developing small to medium scale renewable energy projects).	1. Project reports	GoCV / Electricity Regulator/ ELECTRA acceptance of the new legislation supporting small to medium scale RE developed
Output 3.2	Policy and regulatory propositions for integrating small to medium scale renewable energy into economic and social sectors such as education, health etc developed.	1. Document on policy and regulations to enable the development of small to medium scale renewable energy into economic and social sectors	1. No renewable energy regulations that assist the integration of SMS RE in the different sectors of activity	1. Propositions for policy and regulations (such as on incentives promoting the implementation of small to medium scale RE projects in the social, educational and health sectors)..	1. Project reports	GoCV / Electricity Regulator/ ELECTRA acceptance of the new legislation supporting small to medium scale RE development
Project Component4						
Outcome 4	Technical capacity with respect to renewable energy at the institutional, market and enterprises level is build and strengthened.	1. Number of trained personnel 2. Number of training sessions conducted. 3. Number of meetings held to give advice to stakeholders	1. Weak institutional support to the small to medium scale RE market. 2. No trained personnel. 3. No training sessions 4. No advice provided to stakeholders.	ECREEE, ELECTRA, and the University of Cape Verde, Professional Educational Institute and Business School have fully trained staff able to provide training and advice on RE. 12 training seminars given.	Project records ECREEE records	The Government of Cape Verde remains committed in the medium and long-term to renewable energy.
Output 4.1	Institutional capacity needs evaluated, training programmes developed, and training conducted.	1. Number of trained staff at ECREEE and MTIE	1. Weak institutional capacity to support RE market in MTIE.	1. 10 trained staff	1. Project progress report	Sustained Government support to agreed project activities

Project Strategy		Objectively verifiable indicators				
		Indicator (quantified and time-bound)	Baseline	Target	Source verification of	Risks and Assumptions
Output 4.2	Awareness raising programmes including targeted seminars; coaching clinics held.	1. Number of companies participating in the project seminars 2. Number of interested companies and potential RE projects identified	1. No information available on RE 2. Few commercial small to medium scale RE projects identified	1. 50 companies participating in the project seminars and meetings 2. 10 companies interested in small to medium scale RE projects and projects identified	1. Training reports 2. Project progress report	Sustained Government support to agreed project activities Reduction in energy bills remains a priority for companies' top management.
Output 4.3	Training programmes for market enablers and market players especially entrepreneurs, banks etc developed and training conducted.	1. Number of RE experts and trainers in Cape Verdean market 2. Number of RE seminars and trainings delivered 3. Number of people trained in RE	1. No RE trainers in Cape Verdean market 2. RE train-the-trainers seminars and trainings bound to be delivered by international experts. 3. No training in RE 4. No-one trained in RE	1. 20 RE experts trained as trainers 2. 12 seminars and trainings for enterprises managers and engineers delivered by international national experts trained by the GEF project 3. 40 people trained in RE project identification, design, implementation and operation.	1. Training records 2. Project reporting	ECREEE, ELECTRA, and the University of Cape Verde, Professional Educational Institute and Business School remain supportive of RE training Sustained Government support to agreed project activities Stakeholders interested in RE projects due to high energy prices.
Output 4.4	Independent evaluation of pilot projects and dissemination of lessons.	1. Reports on the pilot projects. 2. Number of reports send out to stakeholders and number of hits on the reports that would be on the project webpage	1. No information on projects that are ongoing or implemented in the past.	1. 1 report on the lessons from the pilots. 2. 50 reports send out and over 150 hits on the web posted reports	Report. Website activity reports	Reports from the pilot show successful implementation and good lessons.

Annex 2: Detailed questions to assess evaluation criteria: See Annex 2 of the UNIDO Evaluation Manual

Annex 3: Job descriptions



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

Title:	International evaluation consultant, team leader
Main Duty Station and Location:	Home-based
Missions:	Missions to Vienna, Austria and to Cape Verde
Start of Contract (EOD):	1 st February 2019
End of Contract (COB):	31 st March 2019
Number of Working Days:	42 working days spread over the above mentioned period

1. ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Division (ODG/EIO/IED) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides factual information about result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. ODG/EIO/IED is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

2. PROJECT CONTEXT

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

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
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MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<p>1. Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data).</p> <p>Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit.</p> <p>Determine key data to collect in the field and adjust the key data collection instrument if needed.</p> <p>In coordination with the project manager, the project management team and the national technical evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.</p>	<ul style="list-style-type: none"> • Adjusted table of evaluation questions, depending on country specific context; • Draft list of stakeholders to interview during the field missions. • Identify issues and questions to be addressed by the local technical expert 	6 days	Home-based
<p>2. Prepare an inception report which streamlines the specific questions to address the key issues in the TOR, specific methods that will be used and data to collect in the field visits, confirm the evaluation methodology, draft theory of change, and tentative agenda for field work.</p> <p>Provide guidance to the national evaluator to prepare initial draft of output analysis and review technical inputs prepared by national evaluator, prior to field mission.</p>	<ul style="list-style-type: none"> • Draft theory of change and Evaluation framework to submit to the Evaluation Manager for clearance. • Guidance to the national evaluator to prepare output analysis and technical reports 	5 days	Home based
<p>3. Briefing with the UNIDO Independent Evaluation Division, project managers and other key stakeholders at UNIDO HQ (included is preparation of presentation).</p>	<ul style="list-style-type: none"> • Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning; • Division of evaluation tasks with the National Consultant. 	2 day	Through skype

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
4. Conduct field mission to Cape Verde in 2019 ⁸ .	<ul style="list-style-type: none"> • Conduct meetings with relevant project stakeholders, beneficiaries, the GEF Operational Focal Point (OFP), etc. for the collection of data and clarifications; • Agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks; • Evaluation presentation of the evaluation’s preliminary findings, conclusions and recommendations to stakeholders in the country, including the GEF OFP, at the end of the mission. 	14 days	Cape Verde (specific project site to be identified at inception phase)
5. Present overall findings and recommendations to the stakeholders at UNIDO HQ	<ul style="list-style-type: none"> • After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed. 	2 day	Vienna, Austria
6. Prepare the evaluation report, with inputs from the National Consultant, according to the TOR; Coordinate the inputs from the National Consultant and combine with her/his own inputs into the draft evaluation report. Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments.	<ul style="list-style-type: none"> • Draft evaluation report. 	10 day	Home-based
7. Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Division and stakeholders and edit the language and form of the final version according to UNIDO standards.	<ul style="list-style-type: none"> • Final evaluation report. 	3 day	Home-based

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

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

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Managerial competencies (as applicable):

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

Core competencies:

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

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

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

Technical and functional experience:

- Minimum of 10 years' experience in evaluation of development projects and programmes
- Good working knowledge in renewable energy projects
- Knowledge about GEF operational programs and strategies and about relevant GEF policies such as those on project life cycle, M&E, incremental costs, and fiduciary standards
- Experience in the evaluation of GEF projects and knowledge of UNIDO activities an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Working experience in developing countries

Languages:

Fluency in written and spoken English is required.

All reports and related documents must be in English and presented in electronic format.

Absence of conflict of interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and

that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Division.



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

Title:	National evaluation consultant
Main Duty Station and Location:	Home-based
Mission/s to:	Travel to potential sites within Cape Verde
Start of Contract:	1 st February 2019
End of Contract:	31 st March 2019
Number of Working Days:	32 days spread over the above mentioned period

ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Division (ODG/EIO/IED) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides factual information about result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. ODG/EIO/IED is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

PROJECT CONTEXT

The national evaluation consultant will evaluate the projects according to the terms of reference (TOR) under the leadership of the team leader (international evaluation consultant). S/he will perform the following tasks:

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
Desk review Review and analyze project documentation and relevant country background information; in cooperation with the team leader, determine key data to collect in the field and prepare key instruments in English	Evaluation questions, questionnaires/interview guide, logic models adjusted to ensure understanding in the national context; A stakeholder mapping, in coordination with the project	4 days	Home-based

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
(questionnaires, logic models); If need be, recommend adjustments to the evaluation framework and Theory of Change in order to ensure their understanding in the local context.	team.		
Carry out preliminary analysis of pertaining technical issues determined with the Team Leader. In close coordination with the project staff team verify the extent of achievement of project outputs prior to field visits. Develop a brief analysis of key contextual conditions relevant to the project	<ul style="list-style-type: none"> • Report addressing technical issues and question previously identified with the Team leader • Tables that present extent of achievement of project outputs • Brief analysis of conditions relevant to the project 	6 days	Home-based
Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, in close cooperation with project staff in the field.	<ul style="list-style-type: none"> • Detailed evaluation schedule. • List of stakeholders to interview during the field missions. 	2 days	Home-based
Coordinate and conduct the field mission with the team leader in cooperation with the Project Management Unit, where required; Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks. Conduct the translation for the Team Leader, when needed.	<ul style="list-style-type: none"> • Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission. • Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks. 	12 days (including travel days)	In Cape Verde
Follow up with stakeholders regarding additional information promised during interviews Prepare inputs to help fill in information and analysis gaps (mostly related to technical issues) and to prepare of tables to be included in the evaluation report as agreed with the Team Leader. Revise the draft project evaluation report	<ul style="list-style-type: none"> • Part of draft evaluation report prepared. 	8 days	Home-based

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
based on comments from UNIDO Independent Evaluation Division and stakeholders and proof read the final version.			
TOTAL		32 days	

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

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

Managerial competencies (as applicable):

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

MINIMUM ORGANIZATIONAL REQUIREMENTS

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

Technical and functional experience:

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

Languages: Fluency in written and spoken English and Portuguese is required.

Absence of conflict of interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Division.

Annex 4- Outline of an in-depth project evaluation report

Executive summary (maximum 5 pages)

- Evaluation purpose and methodology
- Key findings
- Conclusions and recommendations
- Project ratings
- Tabular overview of key findings – conclusions – recommendations

1. Introduction

- 1.1. Evaluation objectives and scope
- 1.2. Overview of the Project Context
- 1.3. Overview of the Project
- 1.4. Theory of Change
- 1.5. Evaluation Methodology
- 1.6. Limitations of the Evaluation

2. Project's contribution to Development Results - Effectiveness and Impact

- 2.1. Project's achieved results and overall effectiveness
- 2.2. Progress towards impact
 - 2.2.1. Behavioral change
 - 2.2.1.1. Economically competitive - Advancing economic competitiveness
 - 2.2.1.2. Environmentally sound – Safeguarding environment
 - 2.2.1.3. Socially inclusive – Creating shared prosperity
 - 2.2.2. Broader adoption
 - 2.2.2.1. Mainstreaming
 - 2.2.2.2. Replication
 - 2.2.2.3. Scaling-up

3. Project's quality and performance

- 3.1. Design
- 3.2. Relevance
- 3.3. Efficiency
- 3.4. Sustainability
- 3.5. Gender mainstreaming

4. Performance of Partners

- 4.1. UNIDO
- 4.2. National counterparts
- 4.3. Donor

5. Factors facilitating or limiting the achievement of results

- 5.1. Monitoring & evaluation
- 5.2. Results-Based Management
- 5.3. Other factors
- 5.4. Overarching assessment and rating table

6. Conclusions, recommendations and lessons learned

- 6.1. Conclusions
- 6.2. Recommendations
- 6.3. Lessons learned
- 6.4. Good practices

Annexes (to be put online separately later)

- Evaluation Terms of Reference
- Evaluation framework
- List of documentation reviewed
- List of stakeholders consulted
- Project logframe/Theory of Change
- Primary data collection instruments: evaluation survey/questionnaire
- Statistical data from evaluation survey/questionnaire analysis

Annex 5: Checklist on evaluation report quality

Project Title:

UNIDO ID:

Evaluation team:

Quality review done by:

Date:

Report quality criteria	UNIDO IEV assessment notes	Rating
a. Was the report well-structured and properly written? (Clear language, correct grammar, clear and logical structure)		
b. Was the evaluation objective clearly stated and the methodology appropriately defined?		
c. Did the report present an assessment of relevant outcomes and achievement of project objectives?		
d. Was the report consistent with the ToR and was the evidence complete and convincing?		
e. Did the report present a sound assessment of sustainability of outcomes or did it explain why this is not (yet) possible? (Including assessment of assumptions, risks and impact drivers)		
f. Did the evidence presented support the lessons and recommendations? Are these directly based on findings?		
g. Did the report include the actual project costs (total, per activity, per source)?		
h. Did the report include an assessment of the quality of both the M&E plan at entry and the system used during the implementation? Was the M&E sufficiently budgeted for during preparation and properly funded during implementation?		
i. Quality of the lessons: were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
j. Quality of the recommendations: did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can these be immediately implemented with current resources?		
k. Are the main cross-cutting issues, such as gender, human rights and environment, appropriately covered?		
l. Was the report delivered in a timely manner? (Observance of deadlines)		

Rating system for quality of evaluation reports

A rating scale of 1-6 is used for each criterion: Highly satisfactory = 6, Satisfactory = 5, Moderately satisfactory = 4, Moderately unsatisfactory = 3, Unsatisfactory = 2, Highly unsatisfactory = 1, and unable to assess = 0.

Annex 6: Guidance on integrating gender in evaluations of UNIDO projects and Projects

A. Introduction

Gender equality is internationally recognized as a goal of development and is fundamental to sustainable growth and poverty reduction. The UNIDO Policy on gender equality and the empowerment of women and its addendum, issued respectively in April 2009 and May 2010 (UNIDO/DGB(M).110 and UNIDO/DGB(M).110/Add.1), provides the overall guidelines for establishing a gender mainstreaming strategy and action plans to guide the process of addressing gender issues in the Organization's industrial development interventions.

According to the UNIDO Policy on gender equality and the empowerment of women:

Gender equality refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not suggest that women and men become 'the same' but that women's and men's rights, responsibilities and opportunities do not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. It is therefore not a 'women's issues'. On the contrary, it concerns and should fully engage both men and women and is a precondition for, and an indicator of sustainable people-centered development.

Empowerment of women signifies women gaining power and control over their own lives. It involves awareness-raising, building of self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discriminations and inequality.

Gender parity signifies equal numbers of men and women at all levels of an institution or organization, particularly at senior and decision-making levels.

The UNIDO projects/projects can be divided into two categories: 1) those where promotion of gender equality is one of the key aspects of the project/project; and 2) those where there is limited or no attempted integration of gender. Evaluation managers/evaluators should select relevant questions depending on the type of interventions.

B. Gender responsive evaluation questions

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

B.1. Design

- Is the project/project in line with the UNIDO and national policies on gender equality and the empowerment of women?
- Were gender issues identified at the design stage?
- Did the project/project design adequately consider the gender dimensions in its interventions? If so, how?
- Were adequate resources (e.g., funds, staff time, methodology, experts) allocated to address gender concerns?
- To what extent were the needs and priorities of women, girls, boys and men reflected in the design?

- Was a gender analysis included in a baseline study or needs assessment (if any)?
- If the project/project is people-centered, were target beneficiaries clearly identified and disaggregated by sex, age, race, ethnicity and socio-economic group?
- If the project/project promotes gender equality and/or women's empowerment, was gender equality reflected in its objective/s? To what extent are output/outcome indicators gender disaggregated?

B.2. Implementation management

- Did project monitoring and self-evaluation collect and analyse gender disaggregated data?
- Were decisions and recommendations based on the analyses? If so, how?
- Were gender concerns reflected in the criteria to select beneficiaries? If so, how?
- How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries?
- If the project/project promotes gender equality and/or women's empowerment, did the project/project monitor, assess and report on its gender related objective/s?

B.3. Results

- Have women and men benefited equally from the project's interventions? Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g., division of labour, decision making authority)?
- In the case of a project/project with gender related objective/s, to what extent has the project/project achieved the objective/s? To what extent has the project/project reduced gender disparities and enhanced women's empowerment?