



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

## **TERMS OF REFERENCE**

**Independent terminal evaluation of project**

**Promoting sustainable energy production and use from biomass in Pakistan**

**UNIDO ID: 100333**

**GEF Project ID: 3921**

**October 2018**

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## I. PROJECT BACKGROUND AND CONTEXT

### 1. Project factsheet<sup>1</sup>

Project title	Promoting sustainable energy production and use from biomass in Pakistan
UNIDO ID	100333
GEF Project ID	3921
Region	South Asia
Country	Pakistan
Project donor(s)	GEF
Project implementation start date	1 May 2012
Expected implementation end date	31 December 2018
GEF Focal Areas and Operational Project	GEF 4 - Climate Change, CC-SP4, Promoting sustainable energy from biomass
Implementing agency(ies)	UNIDO
Executing Partners	Alternate Energy Development Board (AEDB) in cooperation with the Small and Medium Enterprise Development Authority (SMEDA)
GEF project grant (excluding PPG, in USD)	USD 1,820,000
Project GEF CEO endorsement / approval date	February 2012
UNIDO input (cash, USD)	60,000
Co-financing at CEO Endorsement, as applicable	USD 5,340,000
Total project cost (USD), excluding support costs and PPG	USD 7,160,000
Mid-term review date	February 2018
Planned terminal evaluation date	December 2018

(Source: Project document)

### 2. Project context

Pakistan is a lower-middle-income developing country featuring a very large population (>201 million inhabitants), a strong percentage of small and medium enterprises (SMEs) and a highly energy intensive industrial sector. Pakistani economy relies strongly on SMEs, which account for 90% of all enterprises, employing around 80% of the non-agricultural labor force and contributing to 40% of the total GDP. SMEs are particularly important in rural areas, as they have the potential to support the industrial development of rural Pakistan, thereby contributing significantly to poverty reduction and employment creation. Main industries include chemicals manufacturers, large brick kilns, steel re-rollers, foundries, lime kilns, rubber driers, and ceramics manufacturers.

Although data on the overall energy consumption in SMEs in rural areas is not readily available, targeted surveys covering specific regions have shown that most SMEs depend on fossil fuel or wood-based based heat and electricity.

<sup>1</sup> Data to be validated by the Consultant

In recent years, these SMEs faced a substantial gap between demand and supply, leading to energy shortages and reduced operations. These enterprises have difficulties in accessing modern energy services due to the frequent electricity supply interruption in the country, and have to resort to the use of expensive diesel generator sets. The energy shortage results in lowering of their production, profit and capacities and opportunities to grow. At the same time, the high and volatile oil prices exacerbated the already difficult energy supply situation, pushing most SMEs to consider alternative solutions, specifically in renewable and low cost energy technologies.

Among other, the sufficient and ready availability of biomass, organic and agriculture waste in the country provided significant opportunity and potential for adoption and promotion of sustainable energy production and use from biomass to meet the electricity and heat needs of these SMEs. Furthermore, encouraging the use of renewable energy in SMEs would usher a double dividend of reducing GHG emissions and increased productivity.

### **3. Project objective and expected outcomes**

This project seeks to address the main barriers to wide-scale use of biomass gasification technologies in an integrated and holistic approach combining demonstration projects that have high replication potential with interventions that seek to establish a market environment conducive to investments in biomass gasification technology-based projects in SMEs and rural areas.

Among the main barriers faced by Pakistani SMEs:

#### Information, awareness and financial:

- 1) Technical information on product specifications;
- 2) Lack of demonstration of successful gasification and of systematic performance monitoring methods;
- 3) Information and awareness on biomass-based conversion technologies among intermediary stakeholders (NGOs, industry groups, micro-finance institutions);
- 4) High transition costs for financing gasifier projects.

#### Cost, policy and regulatory barriers:

- 1) High costs in renewable energy and wide fluctuations in supply;
- 2) Power supply from decentralized sources (IPPs) need further development;
- 3) Low awareness level among policy makers;
- 4) The procedures to develop a project and process for subsequent government approvals are lengthy;
- 5) There is no tariff benchmark or feed in tariff defined for biomass energy projects.

#### Technology and operation:

- 1) Information with respect to feedstock specifications and characteristics is often not available to the user from the technology supplier;
- 2) Lack of technical knowledge and information on the technology;
- 3) Manufacturing capabilities in gasification remain very limited;
- 4) Concerns for use in engines remains the quality of the gas (tar content);
- 5) No institutional mechanisms for interactions and networking among different stakeholders; no linkage between R&D and potential gasifier suppliers.

To achieve the overall goals and objectives, the project envisages a strategy consisting of four main components with related outcomes:

- 1) **PC 1: Demonstrating technical feasibility and commercial viability of the use of biomass gasification technologies in SMEs in clusters and for power generation in rural areas**  
*Outcome 1: Capacity of installed modern biomass energy technologies (BGTs) increased.*
- 2) **PC2: Information dissemination and confidence building**  
*Outcome 2: Increased recognition of the technical feasibility and commercial viability of the use of BGTs and enhanced confidence of the financial institutions and other market players to invest in BGTs.*
- 3) **PC 3: Establishment of policy and associated regulatory framework promoting the adoption of modern biomass energy conversion technologies**  
*Outcome 3: policy and associated regulatory framework for the promotion of BGTs in SME clusters and in rural areas is adopted.*
- 4) **PC 4: Capacity building and strengthening of technology support system**  
*Outcome 4: Enhanced capacity of key market players in the local supply chain to provide market-driven services to BGTs.*

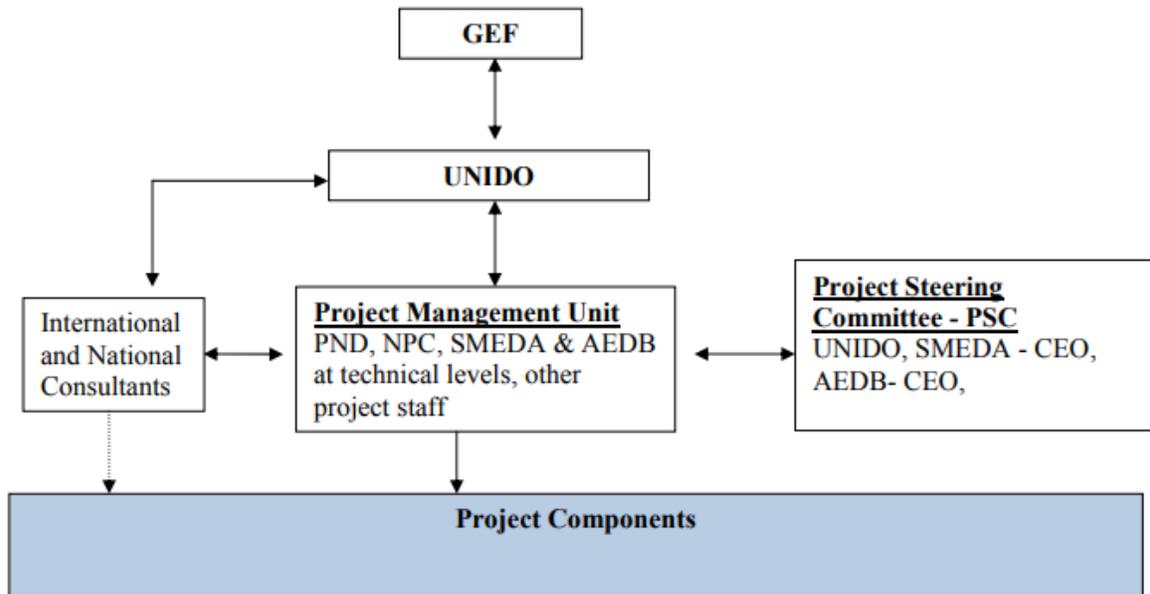
#### 4. Project implementation arrangements

A **National Project Coordinator**, contracted by UNIDO, is responsible for the overall guidance and management of the project, including a) coordinating the project's activities with the stakeholders and industry; b) certifying that the expenditures are in line with approved budgets and work-plans; c) facilitating, monitoring, and reporting on the procurement of inputs and delivery of outputs; and d) reporting to UNIDO on project delivery and impact.

A **Project Management Unit (PMU)** was set up by project partners to ensure adequate organizational structure and systems for facilitating implementation. To ensure national ownership, AEDB was also responsible for designating a senior official as the **National Project Director (NPD)** heading the PMU. Adequate numbers of technical experts in different disciplines and project management experts/consultants with expertise in project, finance, energy, legal matters, etc. have been associated on a longer-term or short-term basis. SMEDA also made available a staff member as Technical Representative in the PMU.

A **Project Steering Committee (PSC)** was established at the inception of the project to monitor the project progress, to guide its implementation and to support the project otherwise in achieving its listed outputs and outcomes. The PSC is composed by representatives of all the agencies involved in implementation directly or which have a legal or regulatory stake in project outcomes or implementation. The PSC is chaired by the CEO of AEDB and meets quarterly. These agencies include: Alternative Energy Development Board (AEDB); Small and Medium Enterprise Development Authority (SMEDA); Ministry of Environment, Local Government and Rural Development; and UNIDO.

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



## 5. Main findings of the Mid-term review (MTR)

**Project design:** the overall project design and results framework were well formulated, which exhibited clear linkages among outputs, outcomes, objectives and goals. The results framework also provided indicators, baselines, targets, source of verification and assumptions.

**Relevance:** in view of the energy crisis and wide availability of biomass in the country, the overall project objectives and interventions were found relevant and consistent with needs of the target groups, Government policies, UNIDO and GEF priorities.

**Effectiveness:** Outcome 1: the changes in choice of technology from gasification to combustion can be considered as a positive example of adaptive management in the wake of the developments in the fuel prices, which were far beyond the control of the project.

Outcome 2: interventions within this outcome were found very helpful in disseminating relevant information and know-how for the adoption and the promotion of BGTs within the country.

Outcome 3: inputs related to this outcome were found very useful.

Outcome 4: the project has made considerable efforts to create awareness and build the capacities of various stakeholders in BGTs.

**Efficiency:** despite several challenges, project management succeeded in adjusting itself to the dynamic circumstances. The role of UNIDO was found very leading and instrumental in guiding, planning, overseeing, coordinating and dealing with issues.

## 6. Budget information

Table 1. Financing plan summary

\$	<i>Project Preparation</i>	<i>Project</i>	<i>Total (\$)</i>
Financing (GEF / others)	70,000	1,820,000	1,890,000
Co-financing (Cash and In-kind)	90,000	5,340,000	5,430,000
<b>Total (\$)</b>	<b>160,000</b>	<b>7,160,000</b>	<b>7,320,000</b>

Source: CEO endorsement document

Table 2. Financing plan summary - Outcome breakdown<sup>2</sup>

<b>Project outcomes</b>	<b>Donor (GEF/other) (\$)</b>	<b>Co-Financing (\$)</b>	<b>Total (\$)</b>
1. Demonstrating technical feasibility and commercial viability of modern biomass energy conversion technologies in SMEs in clusters and for power generation in rural areas	838,200	3,840,000	<b>4,678,200</b>
2. Information dissemination and confidence building	215,050	512,000	<b>727,050</b>
3. Establishment of policy and associated regulatory framework promoting the adoption of BGTs	170,250	155,000	325,250
4. Capacity building and strengthening of technology support system	405,500	420,000	<b>825,500</b>
5. M&E	44,000	60,000	<b>104,000</b>
6. Project Management	147,000	353,000	<b>500,000</b>
<b>Total (\$)</b>	<b>1,820,000</b>	<b>5,340,000</b>	<b>7,160,000</b>

Source: Project document / progress report

Table 3. Co-Financing source breakdown

<b>Name of Co-financier (source)</b>	<b>In-kind</b>	<b>Cash</b>	<b>Total Amount (\$)</b>	<b>% / total</b>
Alternative Energy Development Board (AEDB)	3,200,000	300,000	3,500,000	65,6%

<sup>2</sup> Source: Project document.

<i>(Government)</i>				
Private sector and beneficiaries <i>(Private sector)</i>		1,290,000	1,290,000	24,2%
State Bank of Pakistan <i>(Government)</i>	200,000		200,000	3,7%
Sindh Agricultural Forestry Workers & Coordinating Organization (SAFWCO) <i>(NGO)</i>	50,000		50,000	0,9%
SAFWCO-PPAF <i>(NGO)</i>		50,000	50,000	0,9%
PPAF – Village Electrification <i>(NGO)</i>		190,000	190,000	3,6%
UNIDO <i>(UN Agency)</i>		60,000	60,000	1,1%
<b>Total Co-financing (\$)</b>	<b>3,450,000</b>	<b>1,890,000</b>	<b>5,340,000</b>	<b>100%</b>

Source : CEO endowment document

Table 4. UNIDO budget execution (Grant 4000210, 200000284)

Items of expenditure	2012	2013	2014	2015	2016	2017	2018	Total expend.	% /tot
Equipment	4,452.3	18,109.3	41,308		358	5,9	5,479.6	69,713.2	4,6%
Contractual Services			479,378.4	144,144.1	5,228.8	100,713.5		729,464.8	49%
International Meetings		8,426.1		227.1	692.8			9,346	0,6%
Local travel	10,000	14,123.9	874.1	25,830.8	2,299.9	6,927.7	5,971.4	66,027.8	4,4%
Nat. Consult./Staff	3,614.6	45,246.8	38,426.8	67,856.3	51,617.8	61,588.6	65,923	334,273.9	22,6%
Other Direct Costs	3,654.9	5,044.5	2,096.4	2,720.9	9,917.8	13,865.2	5,835.3	43,135	2,9%
Staff & Intern Consultants		38,490.3	52,511.5	9,483.2		115.5		100,600.5	6,8%
Staff travel	5,086.5	4,227	2,840.9	7,222.7	5,624.2	4,449.1	1,112	30,562.4	2,1%
Train/Fellowship/Study		8,578.4		-182.8				8,395.6	0,5%
Premises		9,408	21,900	11,946.5	22,181	22,727.9	8,092.6	96,256	6,5%
<b>Grand Total</b>	<b>26,808.3</b>	<b>151,653.3</b>	<b>639,336.1</b>	<b>269,248.8</b>	<b>97,920.3</b>	<b>210,393.4</b>	<b>92,413.9</b>	<b>1,487,775.2</b>	<b>100%</b>

Source: UNIDO Project Management database as of 25<sup>th</sup> October, 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 1/5/2012 to the estimated completion date in 31/12/2018.

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 Policy<sup>3</sup> and the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle<sup>4</sup>. 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.

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<sup>3</sup> UNIDO. (2015). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/(M).98/Rev.1)

<sup>4</sup> UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006)

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

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

### 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 Safeguards<sup>5</sup>:** 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).	

<sup>5</sup> 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](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 November 2018 to January 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 November 2018 to January 2019. The evaluation field mission is tentatively planned for December 2018. At the end of the field mission, there will be a presentation of the preliminary findings for all stakeholders involved in this project in Pakistan. 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
November 2018	Desk review and writing of inception report
End of November 2018	Briefing with UNIDO project manager and the project team based in Vienna through Skype
December 2018	Field visit to Pakistan
End of December 2018	Debriefing in Vienna Preparation of first draft evaluation report
January 2019	Internal peer review of the report by UNIDO's Independent Evaluation Division and other stakeholder comments to draft evaluation report
End of January 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 Pakistan 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 timetable<sup>6</sup>.

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

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

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

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<sup>6</sup> 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	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
<b>Goal</b> To reduce energy use related greenhouse gases produced by the energy use in SMEs in Pakistan	Incremental avoided CO <sub>2</sub> eq. (tonnes of CO <sub>2</sub> eq.)  Energy generated from renewable energy (in MWh)	No direct CO <sub>2</sub> eq. emissions reductions.  No indirect CO <sub>2</sub> eq. emissions reductions  No installed gasification technologies.	Cumulative reduction of GHG by about 91.7 ktCO <sub>2</sub> over the lifetime of the projects.  Generation of electricity: 16,206 MWh-e annually and heat: 28,255 MWh-th annually from renewable energy.	Overall project reports.  Validation reports for the pilot projects  Project website	The Government remains committed to the development of renewable energy in the medium to long-term.  Life cycle energy costs reduction becomes a priority for SMEs and consumers alike
<b>Project Objective</b> To promote market based adoption of modern biomass energy conversion technologies (by gasification) for process heat generation in SMEs in clusters and power generation in rural areas in Pakistan.	Installed capacity of renewable energy.  Energy generated from renewable energy.  Adoption of policy framework supporting the deployment of biomass gasification technologies	No application of gasification technologies in SMEs  No energy generated from biomass gasification technologies.  Broad RE law in place	2.3 MW installed biomass gasification capacity.  Electricity: 16,206 MWh-e annually and heat: 28,255 MWh-th annually generated from biomass gasification technologies.  Policy framework specific to promoting gasification technologies is developed adopted.	Project progress report  Demonstration projects validation reports  End-of-project impact report	The Government of Pakistan remains committed to the development of renewable energy in the medium to long-term.  Life cycle energy costs reduction becomes a priority for SMEs and consumers
<b>Component 1 : Demonstrating technical feasibility</b>					
<b>Outcome 1a</b> Capacity of installed modern biomass energy technologies (BGTs) increased	Number and installed capacity of biomass gasification project implemented  Energy generation by biomass gasification projects (MW)		3 BGT pilots implemented with a total capacity of 2.3 MW.  Electricity: 16,206 MWh-e and heat: 28,255 MWh-th annually generated from BGTs pilot projects.		Companies and villages are interested to invest in BGTs project.  Pilots operate successfully.
<b>Output 1.1.</b> 3 biomass gasification pilot projects installed	Number of pilot BGT projects implemented	No application of biomass gasification technology.	Three pilot projects have been implemented, with total installed capacity of 2.3 MW (electric power)	Evaluation reports  Project reports	Feasibility of biomass gasification vis-à-vis alternatives.

				on each pilot	
<b>Outcome 1b</b> Increased recognition of technical feasibility and commercial viability of biomass gasification technologies (BGTs) and enhanced confidence of the financial institutions and other market players to invest in BGTs	Number of training sessions organized and number of participants trained  Investment and replication strategy for the use of BGTs established	Awareness of BGTs limited  No strategy to promote investment and replication of BGTs.	Awareness of BGTs is created amongst key market enablers and players.  Investment and replication strategy for the use of BGTs is adopted	Evaluation reports.  Official and project reports.  Project website	
<b>Output 1.2</b> Awareness on benefits and use of biomass gasification technologies (BGTs) created amongst key decision-makers	Number of training and awareness raising sessions and events organized and number of participants trained  Promotional material produced	Awareness of BGTs limited  Information on BGTs is not readily available	About 10-20 workshops or events with at least 200 participants in total  10days of informative workshops, seminars that will be attended by over 200 participants  3 information packages are prepared and distributed	Training session reports.  Website  Information packages	Interest by stakeholders to apply BGTs (in SMEs) exists and can be maintained.  Financial institution are interested to finance BGTs projects
<b>Output 1.3</b> Investment and replication strategy for BGTs is developed	Investment and replication strategy document drafted and disseminated	No strategy to promote investment and replication of BGTs.	Detailed study on demand for and feasibility of gasification in various types of SMEs.  Investors' guide elaborated.  Portfolio of bankable gasification proposals identified.	Project technical report  Progress reports	Willingness of Government agencies and commercial banks to support biomass gasification.
<b>Component 2 : Establishment of policy and associated regulatory framework</b>					
<b>Outcome 2</b> Policy and associated regulatory framework for promoting BGTs is adopted	Concrete regulations and policy instruments are developed as part of the RE law  Market environment for promoting BGTs established	No policy and regulatory frameworks promoting BGTs.  Standards and minimum performance standards of BGTs not in place	Regulations and policy instruments promoting BGTs are developed and adopted.  Standards and minimum performance standards of BGTs are developed and adopted	BGTs policy and regulatory framework document.  Standards documents for BGTs	Government is willing to adopt the law.  Government is prepared to adopt the performance standards for BGTs

<b>Output 2.1</b> Concrete regulations and policy instruments and provisions promoting the use of BGTs are developed as part of the RE Law	Policy instrument that promote biomass gasification	RE Law with no special focus on BGTs	Regulations established within the framework of current RE and power sector legislation that specifically focus on biomass-based technologies (gasification) through various measures like feed-in-tariffs, soft loans or guarantee schemes	Official publications.  BGTs policy documents  Progress reports Presentations and training materials	Willingness of Government to promulgate such regulations
<b>Output 2.2.</b> Standardization and minimum performance standards of gasification technologies developed and established	Biomass gasification equipment standard established and enforced.	No standards and minimum performance standards are in place	Recommendations for standardized packages, depending on application  Recommendations for (voluntary) technology performance and quality standards	Progress reports Reports containing standardization packages and performance norms	Willingness of importers/suppliers to adhere to standardization and performance norms and government to enforce standards.
<b>Component 3 : Capacity building and strengthening of technology support system</b>					
<b>Outcome 3</b> Enhanced capacity of key market players in the local supply chain	Staff of technical service and product providers involving BGTs is trained and able to provide technology and services.  Training of research and training institutions and beneficiaries.	No technical service and product providers offer BGT and few users have technical staff to implement and operate  Limited knowledge in research institutes	Trained staff at service providers (consultants, etc.) and knowledge institutes that provide adequate technology and satisfactory services	Progress reports AEDB website Technical reports	Availability and willingness of experts to receive training  Willingness of importing/manufacturing companies to receive expert training
<b>Output 3.1.</b> Staff of technical service and product providers for projects involving BGTs is trained in providing technical products and expertise	Number of trained service and product providers and number of training and matchmaking and technology transfer agreements organized	Service and technology support providers have limited capacity to support BGTs based projects.  No technology transfer agreement with other countries	Trained product providers and list of equipment providers (at least 20 days of training sessions in total) and at least 20 technology or service providers trained.  At least 2 technology transfer agreements  At least 2 technology transfer agreements are signed.	Progress reports.  Copies of technology transfer agreements	Availability and willingness of experts to receive training  Willingness of institutions to enter into agreements with international counterparts

<p><b>Output 3.2</b> Capacity of training and research institutions that support markets for BGTs enhanced through training and applied research.</p>	<p>Number of cooperation agreements signed and number of seminars and number of participants.  Research publications</p>	<p>no capacity and cooperation agreements  no applied research</p>	<p>Research institute informed and at least 1 cooperation agreement with foreign institute (at least 10 days of workshops, seminars, etc.)  At least 3 applied research publications</p>	<p>Presentations and training materials Progress reports Publications</p>	<p>Willingness of experts to benefit from the training and supporting materials</p>
<p><b>Output 3.3</b> Technical capacity of beneficiaries to acquire, install, operate and maintain BGTs strengthened</p>	<p>Number of information packages and number of training sessions and trainees.</p>	<p>No readily available information and training packages</p>	<p>Information and training packages for groups of SMEs are developed Training imparted on selected SMEs</p>	<p>Presentations and training materials Project progress report</p>	<p>Willingness of the targeted public to benefit from the training and supporting materials</p>

**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)**

<b>Title:</b>	International evaluation consultant, team leader
<b>Main Duty Station and Location:</b>	Home-based
<b>Missions:</b>	Missions to Vienna, Austria and Islamabad and Lahore, Pakistan
<b>Start of Contract (EOD):</b>	1 <sup>st</sup> January 2019
<b>End of Contract (COB):</b>	31 <sup>st</sup> March 2019
<b>Number of Working Days:</b>	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.

<b>MAIN DUTIES</b>	<b>Concrete/ Measurable Outputs to be achieved</b>	<b>Working Days</b>	<b>Location</b>
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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"> <li>• Adjusted table of evaluation questions, depending on country specific context;</li> <li>• Draft list of stakeholders to interview during the field missions.</li> <li>• Identify issues and questions to be addressed by the local technical expert</li> </ul>	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"> <li>• Draft theory of change and Evaluation framework to submit to the Evaluation Manager for clearance.</li> <li>• Guidance to the national evaluator to prepare output analysis and technical reports</li> </ul>	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"> <li>• Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning;</li> <li>• Division of evaluation tasks with the National Consultant.</li> </ul>	2 day	Through skype

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
4. Conduct field mission to Pakistan in 2018 <sup>7</sup> .	<ul style="list-style-type: none"> <li>• Conduct meetings with relevant project stakeholders, beneficiaries, the GEF Operational Focal Point (OFP), etc. for the collection of data and clarifications;</li> <li>• Agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks;</li> <li>• 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.</li> </ul>	14 days	Pakistan (Islamabad and Lahore)
5. Present overall findings and recommendations to the stakeholders at UNIDO HQ	<ul style="list-style-type: none"> <li>• After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed.</li> </ul>	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"> <li>• Draft evaluation report.</li> </ul>	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"> <li>• Final evaluation report.</li> </ul>	3 day	Home-based

<sup>7</sup> The exact mission dates will be decided in agreement with the Consultant, UNIDO HQ, and the country counterparts.

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

#### Tentative Mission schedule

Field mission to Pakistan to meet with key stakeholders beneficiaries, the GEF Operational Focal Point and PMU in Islamabad and Lahore	10 – 23 February 2019
Mission to UNIDO Headquarters in Vienna	6-7 of March 2019

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

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

- Minimum of 15 years' experience in evaluation of development projects and programmes
- Good working knowledge in environmental management and renewable energy technologies and/or energy production from biomass
- 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)**

<b>Title:</b>	National evaluation consultant
<b>Main Duty Station and Location:</b>	Home-based
<b>Mission/s to:</b>	Travel to potential sites within Pakistan
<b>Start of Contract:</b>	1 <sup>st</sup> January 2019
<b>End of Contract:</b>	31 <sup>st</sup> March 2019
<b>Number of Working Days:</b>	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:

<b><u>MAIN DUTIES</u></b>	<b>Concrete/measurable outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
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

<b><u>MAIN DUTIES</u></b>	<b>Concrete/measurable outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
(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"> <li>• Report addressing technical issues and question previously identified with the Team leader</li> <li>• Tables that present extent of achievement of project outputs</li> <li>• Brief analysis of conditions relevant to the project</li> </ul>	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"> <li>• Detailed evaluation schedule.</li> <li>• List of stakeholders to interview during the field missions.</li> </ul>	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"> <li>• Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission.</li> <li>• Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</li> </ul>	12 days (including travel days)	In Pakistan
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"> <li>• Part of draft evaluation report prepared.</li> </ul>	8 days	Home-based

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

### **REQUIRED COMPETENCIES**

#### ***Core values:***

1. Integrity
2. Professionalism
3. Respect for diversity

#### ***Core competencies:***

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

#### ***Managerial competencies (as applicable):***

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

### **MINIMUM ORGANIZATIONAL REQUIREMENTS**

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

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

- Excellent knowledge and competency in the field of renewable energy and/or energy production from biomass.
- 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 Urdu 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
<b>a.</b> Was the report well-structured and properly written? (Clear language, correct grammar, clear and logical structure)		
<b>b.</b> Was the evaluation objective clearly stated and the methodology appropriately defined?		
<b>c.</b> Did the report present an assessment of relevant outcomes and achievement of project objectives?		
<b>d.</b> Was the report consistent with the ToR and was the evidence complete and convincing?		
<b>e.</b> 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)		
<b>f.</b> Did the evidence presented support the lessons and recommendations? Are these directly based on findings?		
<b>g.</b> Did the report include the actual project costs (total, per activity, per source)?		
<b>h.</b> 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?		
<b>i.</b> Quality of the lessons: were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
<b>j.</b> 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?		
<b>k.</b> Are the main cross-cutting issues, such as gender, human rights and environment, appropriately covered?		
<b>l.</b> 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?