



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

INDEPENDENT TERMINAL EVALUATION OF PROJECT:

**Industrial Energy Efficiency Improvement in South Africa through Mainstreaming
the introduction of Energy Management Systems and Energy Systems Optimization
(SA IEE Phase II GEF Project)**

UNIDO Project ID: 120487

GEF ID: 5379

APRIL 2022

Contents

I. Project background and overview.....	3
II. Scope and purpose of the evaluation.....	17
III. Evaluation approach and methodology	17
IV. Evaluation process	21
V. Evaluation team composition.....	21
VI. Time schedule.....	22
VII. Evaluation Deliverables.....	23
VIII. Quality assurance.....	24
IX. Note of potential bidders and evaluation of offers.....	Error! Bookmark not defined.

Annex 1: Project Logical Framework

Annex 2: Terms of Reference of evaluation team

I. Project background and overview

1. Project factsheet

Project title	Industrial Energy Efficiency Improvement in South Africa through Mainstreaming the Introduction of Energy Management Systems and Energy Systems Optimization
UNIDO project No. and/or ID	Project ID: 120487
GEF project ID	5379
Region	Africa-AFR
Country(ies)	South Africa
Planned implementation start date (for GEF projects, as indicated in CEO endorsement/Approval document)	14 October 2015
Planned implementation end date (for GEF projects, as indicated in CEO endorsement/Approval document)	Planned: 48 months (14 Oct 2019)
Actual implementation start date	1 December 2015
Actual implementation end date	30 June 2022 (80 months)
GEF Focal Areas and Operational Project (in addition, also indicate whether the project is linked to a GEF programme)	Climate Change (CCM)
Implementing agency(ies)	UNIDO
Executing partner(s)/entity(ies)	Department of Trade and Industry (dti), now [dtic] Department of Energy (DoE), [now DMRE] National Cleaner Production Centre of South Africa (NCPC-SA) The South African National Energy Development Institute (SANEDI)
Donor(s):	GEF
Total project allotment (for GEF: project grant)	USD 5,776,484
Total co-financing at design (in cash and in-kind)	USD 38,439,000
Materialized co-financing at project completion (in cash and in-kind)	Cash: In-kind:
Mid-term review date	Feb 2020

2. Project context and objectives

The GEF funded SA IEE Phase II Project builds on the work of the UNIDO implemented '*Industrial Energy Efficiency Improvement in South Africa Project*' (SA IEE Project), which was jointly executed by UNIDO and the National Cleaner Production Centre of South Africa (NCPC-SA). The SA IEE Project began implementation in early 2010 and came to a close at the end of June 2016. The SA IEE Project was funded by the South African Government/DfID/SECO and introduced and piloted the IEE concepts and methodologies of (i) Energy Management Systems (EnMS); (ii) the new international Energy Management Standard ISO 50001; and (iii) Industrial Energy Systems Optimization (ESO). The project is considered a highly successfully project within South Africa.

The SA IEE Phase II GEF Project which started in December 2015, essentially focuses on promoting IEE through further accelerating and mainstreaming the adoption of EnMS and ESO with South African industry – and ensuring the outcomes of the SA IEE Project are expanded and become sustainable with orientated market fixtures within the national industrial landscape.

The overall objective of the SA IEE Phase II GEF Project remains to accelerate and expand the introduction of Energy Management Systems (EnMS), Industrial Energy Systems Optimization (ESO), and the Energy Management Standard ISO 50001 Series within the South African industrial (and selected commercial) context in order to realize increased investment in industrial energy efficiency (IEE) through the wide-scale adoption of the two methodologies and ISO 50001 under (i) enhanced institutional frameworks and regulatory environments, (ii) technical and implementation assistance to industry and (iii) multi-level engineer, technician and operator capacity building programmes.

The SA IEE Phase II GEF Project contains five development components and a sixth component under which an extensive M&E programme will be carried out. M&E has formed a major aspect of the SA IEE Project and the developed methodologies are to be carried forward into the GEF Project. The components and their expected respected outcomes are:

Component 1.0: Data Quality Improvement to Facilitate Data Rich Industrial Energy Efficiency and Energy Management Policy Implementation – Expected Outcomes: Strengthened energy management planning (and related energy and GHG emissions reduction target setting) through improved data and reporting on energy consumption and potential savings under EnMS and ESO. (Note: The SA IEE Phase II will assist the Government of South Africa to improve industrial energy consumption data gathering and quality, as this remains a significant barrier to policy implementation).

Component 2.0: Strengthening Policy Implementation and Support Frameworks for EnMS, ESO and Energy Management Standards – Expected Outcomes: Enhanced promotion of investment in IEE through strengthened policy and regulatory

frameworks and support to increase the uptake of energy management standards. (Note: The SA IEE Phase II GEF Project will work with multiple Government Departments and Agencies in order to assist in better implementation and coordination of policy and regulatory mechanisms). The original SA IEE Project worked extensively to institutionalize the main ISO 50001 standard, the SA IEE Phase II Project will continue this work but expand to the rest of the series i.e. ISO50002, ISO50003, ISO50006, ISO50015 which is analogous to SANS 50010).

Component 3.0: Mainstreaming EnMS and ESO Training and Skills Development Programmes – Expected Outcomes: Expansion of the EnMS and ESO capacity building programme with the inclusion of new ESO topics and multi-level enterprise trainee courses under parallel National Qualifications Framework (NQF) institutionalization and market capacitation enhances the capacity of the South African industrial sector to implement EnMS and ESO and achieve energy savings.

Component 4.0: Investment Promotion in IEE through demonstration of EnMS and ESO and support to access financial mechanisms and incentives for industry and selected commercial sectors – Expected Outcomes: Access to finance increased with the energy and cost saving benefits of EnMS and ESO proven within the South African industrial context with industry actively and progressively pursuing enhanced IEE. At least 150 EnMS and ESO demonstration enterprises should be established through the SA IEE Phase II GEF Project. The project should as well facilitate greater access to existing financial mechanisms, through providing targeted technical support to FIs/IFIs for the financing EnMS/ESO/general IEE projects.

Component 5.0: EnMS and ESO Awareness, Promotion, Service Demand Generation and Lessons Sharing – Expected Outcomes: Enterprise management (across the entire South African industrial sector and selected commercial sectors) is aware of the potential financial, economic and climate change mitigation benefits that adopting EnMS and ESO can yield.

Component 6.0: Project Monitoring and Evaluation - Expected Outcomes: The GEF Project is fully monitored and evaluated under periodic implementation assessment of impact, based on the 'Theory of Change' methodological approach.

3. Project framework

Project Components	Expected outcomes	Expected outputs
1.0 Data quality improvement to facilitate data rich IEE and energy management policy implementation	Strengthened energy planning (and related energy and GHG emissions reduction target setting) through improved data and reporting on energy	1.1 Energy consumption/performance mapped with the savings potential determination, against potential penetration rate and implementation challenges of EnMS and ESO in line with ISO 50006 methodologies within

Project Components	Expected outcomes	Expected outputs
	consumption and potential savings under EnMS and ESO	selected industrial and commercial sectors 1.2 Country specific EnMS and ESO best practice technology and process benchmarks established in line with the National Energy Efficiency Strategy (NEES) and the National Energy Efficiency Action Plan (NEEAP)
2.0 Strengthening policy implementation and support frameworks for EnMS, ESO and Energy Management Standards	Enhanced promotion of investment in IEE through strengthened policy and regulatory frameworks and support to increase the uptake of energy management standards	2.1 Targeted technical assistance and capacity building to enhance and implement IEE policies, incentives and regulatory frameworks supporting EnMS and ESO uptake and strengthening the coordination of associated activities across government agencies 2.2 Assistance to operationalize South African National Standard SANS/ISO 50001 Series with additional advisory support, and recommended actions for Government and Standards Bodies to promote and mainstream Energy Audit (ISO 50002); Conformity Assessment (ISO 50003); and Energy Baselines and Performance Indicators (ISO 50006) 2.3 Training courses with supporting tools for the ISO 50001 Series to assist in the introduction of Energy Audit (SISO 50002), Conformity Assessment (ISO 50003) and Energy Baselines and Performance Indicators (ISO 50006) as well as to promote increased Measurement & Verification and the uptake of SANS50010

Project Components	Expected outcomes	Expected outputs
<p>3.0 Mainstreaming EnMS and ESO Training and Skills Development Programmes</p>	<p>Expansion of the EnMS and ESO capacity building programme with the inclusion of new ESO topics and multi-level enterprise trainee courses under parallel NQF institutionalization and market capacitation enhances the capacity of the South African industrial sector to implement EnMS and ESO and achieve energy savings</p>	<p>3.1 Expanded engineer-level EnMS and ESO Industry Capacity Building courses developed and delivered, including new professionally recognized ESO topics, graduate mentorship and SME EnMS Implementation Guide resource packages and learning materials 3.2. EnMS and ESO Technician-Level Courses developed and delivered with supporting bridging courses for enterprise staff as well as development of Vocational EnMS and ESO Training Course Modules and supporting materials 3.3. Institutionalized and National Qualifications Framework (NQF) Compliant EnMS and ESO training course materials developed and provided to the commercial Training Providers combined with targeted capacity building and market development initiatives as well as assistance to establish a Green Industry Professional Association</p>
<p>4.0 Investment promotion in IEE through EnMS and ESO demonstration, and financial mechanism and incentive access support for industry and selected commercial sectors</p>	<p>Access to finance increased with the energy and cost saving benefits of EnMS and ESO proven within the South African industrial context, with industry actively and progressively pursuing enhanced IEE</p>	<p>4.1 EnMS and ESO demonstration programme of 150 individual enterprises (50 large, 100 SMEs) across multiple industrial and selected commercial sectors 4.2. Support to industrial enterprises through a financial proposal advice/match-making support mechanism/service and other assistance programmes to assist access to, and understanding of, IEE commercial sector financing and Government financial incentive programmes</p>

Project Components	Expected outcomes	Expected outputs
		4.3 Targeted technical support to FIs/IFIs and Government providers of IEE finance to develop, enhance access and evolve funding mechanisms, incentives and financial packages/credit streams for industrial enterprises implementing EnMS and ESO measures
5.0 EnMS and ESO Awareness, Promotion, Service Demand Generation and Lessons Sharing	Enterprise management (across the entire South African industrial sector and selected commercial sectors) is aware of the potential financial, economic and climate change mitigation benefits that adopting EnMS and ESO can yield	5.1. Holistic Awareness and Communications Strategy to increase awareness and showcase the benefits of implementing EnMS and ESO methodologies 5.2. Communication and awareness outreach activities to promote uptake of policy frameworks, standards, learning circles, financing opportunities, training and capacity building activities, and EnMS and ESO
6.0 Project monitoring and evaluation	The GEF Project is fully monitored and evaluated under periodic implementation assessment of impact, based on the 'Theory of Change' methodological approach	6.1 Monitoring and evaluation (M&E) mechanism, in line with the Theory of Change approach and determined Key Performance Indicators, established with regular monitoring exercises conducted, and tracking tools prepared with periodic reporting 6.2 Mid-term review and final project evaluations conducted, an evolving project 'Theory of Change' facilitated by M&E over the project's lifetime, with reviews, reports and post project completion impact assessment(s)

4. Project implementation arrangements

During the design of the SA IEE Phase II GEF Project, the need for clearly defined roles and responsibilities was addressed due to the overlapping mandates of the Departments of Minerals Resources and Energy (DMRE) and the Trade Industry and Competition in terms of IEE. Under the SA IEE Phase II GEF Project, the **dtic** and the DMRE have joint Lead Implementing Department status and responsibility. This jointly chaired Project Steering Committee [by designated higher-level representatives (i.e. Chief-Director Level) of the two departments] continued to be the oversight and ultimate national governance mechanism under the 3rd NCPC-SA Nat. Exe. Period Mar 2021 – Dec 2021.

The Project Coordination Unit (PCU) has continued to coordinate the daily implementation activities of the project during the 3rd NCPC-SA Nat. Exe. Period Mar 2021 – Dec 2021. The two designated staff officers from the **dtic** and DMRE and two designated staff members of the NCPC-SA and SANEDI continued to be assigned.

During the 3rd NCPC-SA Nat. Execution Period Mar 2021 – Dec 2021, the NCPC-SA continued to engage with the key categories of stakeholders as outlined below:

Stakeholder Categories

- *Government departments* – Notably the DMRE, and the **dtic**, which have not only introduced IEE policies and regulatory frameworks but are equally responsible for the overall project agenda. The Department of Environment Affairs (DEA) is also be a key government stakeholder and recipient of technical assistance in line with GHG data collection, reporting and verification measures.
- *Government agencies* – Notably the NCPC-SA and SANEDI whom have a variety of responsibilities for assisting Government and enterprises with IEE initiatives as well as the training of EnMS and ESO experts and certification auditors and the administering EnMS and ESO courses.

Other agencies include: The South African National Accreditation System (SANAS), South African Bureau of Standards (SABS), the Southern African Auditor Training and Certification Authority (SAATCA), as well as the Departments of Higher Education and Training (DHE), and Science and Innovation South Africa (DSI).

- *Industrial (and selected commercial) enterprises* – This includes industrial enterprise owners and staff sub-categories such as managers, technician/engineers and machine operators.
- *Financial institutions and international financial institutions* – Prospective FIs include local banks, such as SASFIN Bank, that have dedicated credit lines and provide advisory services for IEE investments. IFI partners include

the International Financial Corporation and German Development Bank (KfW) who provide on-lending finance facilities to local banks and other partners.

- *Training institutions and companies* – Prospective training institutions include a wide range of education establishments including: Universities of Technology; Further Education and Training (FET) Colleges; Private Training Providers and Workplace Training Providers.
- *EnMS, ESO and M&V practitioners/consultants* – This group includes those trained by the SA IEE Project and those to be trained under the SA IEE Phase II Project.

Table 1: Main Stakeholders and their inclusion in the SA IEE Phase II GEF Project

	Stakeholder	Mandate and/or function in South Africa and for the Project
GEF Agency	UNIDO	UNIDO is the implementing agency of the SA IEE Phase II Project. UNIDO will also perform coordination, technical support and oversight implementation functions under the Project as well as performing procurement of the required international expertise inputs that national counterparts are not able and/or equipped to perform.
National Executing Partners	Department of Mineral Resources and Energy (DMRE)	DMRE is responsible for national energy policy; ensuring national energy (and electricity) security and supply, with the drive to increase national EE being a recently added mechanism by which to contribute to energy security and supply, to formulate and manage achievement of energy policies through the National Energy Efficiency Strategy (NEES) process. The DoE is responsible for preparing and implementing relevant policies and regulations supportive of the implementation of the SA IEE Phase II Project.
	The South African National Energy Development Institute (SANEDI)	SANEDI is a Schedule 3A state owned entity that was established as a successor to the previously created South African National Energy Research Institute (SANERI) and the National Energy Efficiency Agency (NEEA). The main function of SANEDI is to direct, monitor and conduct applied energy research and development, demonstration, and deployment as well to undertake specific measures to promote the uptake of Green Energy and Energy Efficiency in South Africa.
	Department of Trade Industry and Competition (dtic)	The dtic is responsible for the industrial sector under the objective of promoting structural transformation towards a dynamic and globally competitive economy that promotes industrial development, increased investment and employment creation. The dti is a key beneficiary to build capacity to formulate and manage effective best-practice support structures and incentives that encourage use of IEE. The capacity of the dtic to play a major role in the SA IEE Phase II Project's implementation is to facilitate investment support for the industry, communication and trade barrier removals will be both central and essential.

	Stakeholder	Mandate and/or function in South Africa and for the Project
	National Cleaner Production Centre of South Africa (NCPC-SA)	The NCPC-SA is a national programme of the Government of South Africa that promotes the implementation of resource efficiency and cleaner production (RECP) methodologies to assist industry to lower costs through reduced energy, water and materials usage, and waste management. It is hosted by the Council of Science and Industrial Research (CSIR) on behalf of the dtic . The NCPC-SA is a member of the UNIDO/UNEP 'Global Resource Efficiency and Cleaner Production Network (RECPnet)' and plays a leading role in the African Roundtable on Sustainable Production and Consumption (ARSCP). The NCPC-SA is the national implementing partner for the existing SA IEE Project, under which the NCPC-SA has built up a considerable level of industry creditability as a provider of the highest quality training and technical assistance for EnMS and ESO.
<i>Other Project Partners</i>	Department of Environment Affairs (DEA)	Under the mandate of the DEA, the South African National Climate Change Response Strategy (NCCRS) outlines the institutional frameworks and linkages concerning the energy sector, industrial energy consumption and climate change. Under the GEF Project the DEA is a recipient of technical assistance to undertake assessment of GHG emissions in industry and alignment of energy and GHG emissions industrial enterprise reporting structures between DEA, DMRE and the dtic to strengthen the coordination of activities in line with target setting and reporting requirements of national GHG emissions, the NCCRS, and national communications to the UNFCCC.
	National Business Initiative (NBI)	The NBI, is a business collective, which aims provides the progressive leadership and advocacy roles needed in South Africa to support and accelerate business action to achieve a sustainable, equitable and thriving society. The NBI's mandate ranges from strategic public policy intervention to demonstrating the business case for action, from practical projects on the ground to high-level partnerships. The NBI is one of close to 60 global regional partners to the World Business Council for Sustainable Development (WBCSD) and the focal point of the UN Global Compact (UNGC) Local Network in South Africa and aims to create opportunities for its members to not only access international best practice but also influence global thinking. Lastly the NBI is secretariat for the Energy Efficiency Leadership Network (EELN) which aims to promote energy efficiency in the broader South African business sector through a platform for knowledge sharing and capacity development.

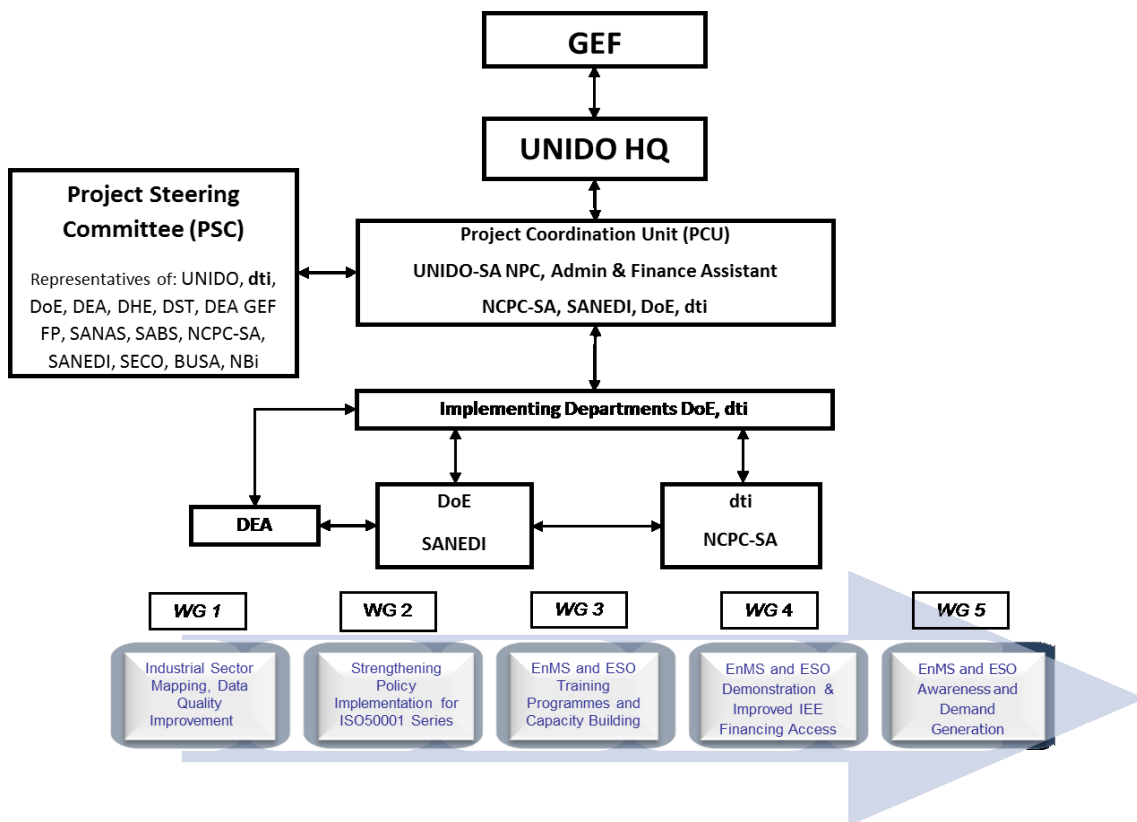
5. Project execution arrangements

As under the first NCPC-National Execution Period of 2016-2018, UNIDO continues to be responsible for the overall implementation, management, and monitoring of the SA IEE Phase II GEF Project, as well as reporting on the project's performance to the GEF. Taking into consideration discussions with project partners, their capacity constraints and the intended level of technical and capacity assistance that the project will provide, UNIDO continues to be in charge of procuring the international expertise needed to deliver the outputs planned under the six project components. UNIDO continues to supervise and monitor the work of the international (and national) task teams and

ensure that deliverables are technically sound and consistent with the requirements of the project.

The Project Steering Committee (PSC) continues to consist of representatives from: UNIDO, the **dtic**, DMRE, the DEA GEF FP Office, NCPC-SA, and SANEDI. Gender focal points from relevant ministries, key large industries, development finance institutes and commercial banks, banks, and other relevant bodies will also be invited on an ad-hoc basis as required. As mentioned earlier, the PSC is jointly chaired by designated higher-level representatives of the two joint Lead Implementing Departments of the **dtic** and DMRE.

Figure 1: Institutional and Project Management Arrangements



As before the PSC meets twice per year to review the implementation progress and confirm the work plan for the subsequent year and any changes as per six months. Any changes/amendments proposed to the project and/or to the AWP and budgets by the Project Steering Committee are done in accordance with the approved project document, the GEF policy C.39/Inf.09, and UNIDO rules and regulations. The institutional and project management arrangements are shown below in Figure 1. Under the institutional and arrangements, the project components are assigned under Working Groups (WGs), where each WG has a team assigned to it made up from personnel for the relevant institutions and partners. For each WG either a single government Department, or a combination of Departments (DMRE and the **dtic**), adopt the leading roles in terms of coordination and support to the contained activities.

Under continuance from 2016-2018, the executing partners, the **dtic** and DMRE remain as the Government institutions responsible for the overall national project intendency and the coordination of Government institutional work and activities. Together with the NCPC-SA and SANEDI, the **dtic** and DMRE continue to lead and execute most of the substantive work to be performed under the SA IEE Phase II GEF Project.

As before during the 2016-2018 National Execution Period, the Project Coordination Unit (PCU) will continue to consist of an International Project Coordinator, an administration and finance assistant, with designated staff representation from the NCPC-SA, SANEDI, the **dtic** and DMRE. Higher level and additional administrative, financial, procurement functions will be provided by UNIDO HQ in Vienna, Austria. The PCU is supported substantively by the UNIDO Project Manager and supporting UNIDO Units, such as the Evaluation Office of UNIDO and UNIDO's Gender Unit where gender support is required.

5.2 NCPC-SA direct national execution role

The NCPC-SA, as stated earlier, was the executing partner for the original 2010-2016 SA IEE Project. Together the UNIDO Project Management Team, the NCPC-SA was central to the implementation of all the SA IEE Project's components, outputs and activities – as well as jointly reporting progress and impact back to the Government of South Africa, DfID and SECO. Over the course of the SA IEE Project, the NCPC-SA firstly developed and built its reputation as a key practitioner and thought leader in regard to EnMS and ESO as well as more general IEE topics within South African industry and Government.

The performance and delivery of the NCPC-SA under the first NCPC-SA National Execution Period of 2016-2018 has been excellent. NCPC-SA cost control on Activity spending for the most part has been good and their overall planning and item delivery against the detailed and itemized TOR for the 2016-2018 Nat. Execution Period. The NCPC-SA has continued to build on the Activity Outputs and the integral synergistic flows and linkages between the different activities under the 2nd National Execution Period of Dec 2018 to Dec 2020.

Referring to Figure 1 and the arrangements and project implementations detailed within the GEF SA IEE Phase II GEF Project Document, the NCPC-SA has continued in their lead role under the project Working Groups (WG) and corresponding project Components assigned to them.

Table 2 provides a summary of the different WGs/Components that the NCPC-SA should lead. Where there cross-over area with SANEDI, NCPC-SA cooperates and thematically support SANEDI as agreed with UNIDO.

Table 2: NCPC-SA Lead with Working Groups and Components

Working Group No.	Working Group Title	Project Component	NCPC-SA Lead
WG 1	Industrial Sector Mapping, Data Quality Improvement	1.0	No
WG 2	Strengthening Policy Implementation of ISO50001 Series	2.0	Joint (SANEDI)
WG 3	EnMS and ESO Training Programmes and Capacity Building	3.0	Yes
WG 4	EnMS and ESO Demonstration & Improved IEE Financing Access	4.0	Yes
WG 5	EnMS and ESO Awareness Demand Generation	5.0	Yes
M&E	N/A	6.0	Joint (UNIDO)

6. Main findings from the Mid-Term Review (MTR)

A mid-term review of the project was conducted in Feb 2020. The MTR made the following recommendations:

- 1) Request extension to end 2021 to allow for quality delivery of planned outputs related to delayed components, which are instrumental for sustaining project results; this will facilitate strengthen institutions, heighten IEE mainstreaming
- 2) For remaining Components, concentrate on manageable set of strategic KPIs that drive IEE mainstreaming; focus on outcomes, organizational learning, and assuring elements to sustain project's results
- 3) Revisit project reporting arrangements in NCPC-SA to more effectively manage resources, unleash creativity, and reduce risk of staff turnover
- 4) Prioritize attention on IEE project and ensure promised capacities are put in place to bridge perceived gaps, maintain regular contact, and restore faith of government partners
- 5) Enhance measurement and reporting on gender mainstreaming achievements and review Gender Mainstreaming Activity Plan to identify opportunities to shift from gender sensitivity to more transformational approaches

7. Budget information

Table 3. Financing plan summary – project component breakdown

Project Components	GEF grant amount (excl. PPG) Donor(s) (in USD)	Co-financing (in USD)	Total (in USD)
1. Data quality improvement to facilitate data rich IEE and energy management policy implementation	400, 000	1, 600 000	2, 000 000
2. Strengthening policy implementation and support frameworks for EnMS, ESO and Energy Management Standards	750, 000	4,250,000	5, 000 000
3. Mainstreaming EnMS and ESO Training and Skills Development Programmes	1, 950 000	10, 500 000	12, 450 000
4. Investment promotion in IEE through EnMS and ESO demonstration, and financial mechanism and incentive access support for industry and selected commercial sectors	1, 576 484	17, 079 000	18, 655 484
5. EnMS and ESO Awareness, Promotion, Service Demand Generation and Lessons Sharing	750 000	3, 150 000	3, 900 000
6. Project monitoring and evaluation	100, 000	200, 000	300, 000
Project Management	250 000	1, 660 000	1, 910 000
Total project costs	5, 776 484	38, 439 000	44 215 484

Source : Project document/GEF : CEO endorsement document

Table 4. Co-financing:

Sources of Co-financing	Name of Co-financier (source)	Type of Cofinancing	Cofinancing Amount (\$)
GEF Agency	UNIDO	Cash	100,000
GEF Agency	UNIDO	In-Kind	210,000
National Government	Department of Trade and Industry (dti) / National Cleaner Production Centre of South Africa (NCPC-SA)	In-Kind	10,000,000
National Government	Department of Trade and Industry (dti) & the Manufacturing Competitiveness Enhancement Programme (MCEP)	Cash	17,600,000
National Government	Department of Energy (DoE)	In-Kind	1,000,000
National Government	Department of Environmental Affairs (DEA)	In-Kind	50,000
National Government	Council for Scientific and Industrial Research (CSIR)	In-Kind	3,500,000
National Government	South African National Energy Development Institute (SANEDI)	Cash	900,000
National Government	SANEDI	In-kind	1,000,000
Bilateral Aid-Agency	Swiss State Secretariat for Economic Affairs (SECO)	Cash	2,079,000
Private Sector	SASFIN Bank	Cash	2,000,000
Total Co-financing			38,439,000

Source : Project document/GEF: CEO endorsement document.

Table 5. UNIDO budget allocation and expenditure by budget line

Budget line	Year 1	Year 2	Year 3	Year 4	Total expenditure (at completion vs allocation)		Total allocation (at approval)	
					(USD)	%	(USD)	%
1100	245,600	235,600	211,600	117,600	128,513.09	2.22	188,513.08	3.26
1500	84,000	81,000	82,000	66,000	159,379.40	2.76	193,679.27	3.35
1700	312,300	332,300	289,300	267,300	706,047.04	12.22	675,529.56	3.35
2100	510,000	620,000	510,000	433,000	4,399,111.66	76.16	4,567,806.31	79.08
3000	151,900	193,500	165,500	113,500		0.00	0.00	0.00
3500	20,000	20,000	10,000	10,000	19,655.28	0.34%	19,655.28	0.34
4300	65,000	56,000	55,000	51,000	4,084.77	0.07%	4,084.77	0.07
4500	120,000	121,000	120,000	106,484	9,471.71	0.16%	9,440.12	0.16
5100	245,600	235,600	211,600	117,600	114,932.08	1.99%	117,775.61	2.04
Total	1,508,800	1,659,400	1,443,400	1,164,884	5,541,239.89	95.93	5,776,484.00	100

Source: Project document and UNIDO Project Management ERP database as of 14/03/2022

Table 6. UNIDO budget allocation and expenditure by component

#	Project components	Total allocation (at approval)		Total expenditure (at completion)	
		USD/Euro	%	USD/Euro	%
1	Data Quality Improvement	418,066.76	7.24	412,712.38	7.14
2	IEE Policy Implementation	769,901.91	13.33	759,111.42	13.14
3	EnMS and ESO Training Programme	1,750,071.84	30.30	1,705,528.65	29.53
4	Investment Promotion in IEE	1,727,484.00	29.91	1,594,031.42	27.60
5	EnMS and ESO Awareness Raising	730,106.25	12.64	698,202.28	12.09
6	Project Monitoring & Evaluation	80,000.00	1.38	77,308.56	1.34
7	Project management	300,853.24	5.21	294,345.18	5.10
	Total	5,776,484.00	100	5,541,239.89	95.93

Source: Project document and UNIDO Project Management ERP database as of 14/03/2022

Budget Lines:

1100	Staff & Intern Consultants
1500	Local travel
1700	Nat.Consult./Staff
2100	Contractual Services
3000	Train/Fellowship/Study
3500	International Meetings
4300	Premises
4500	Equipment
5100	Other Direct Costs

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 December 2015 to the estimated completion date in 30 June 2022.

The evaluation has two specific objectives:

- (i) Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability, coherence, 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 Policy¹, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle², and UNIDO [Evaluation Manual](#). 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 exercise using a participatory approach whereby all key parties associated with the project will be informed and consulted throughout the process. 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 approach³ 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 depict the causal and transformational pathways from project outputs to outcomes and longer-term impacts. It also identifies the drivers and barriers to achieving results. The learning from this analysis will be useful for the design of the future projects so that the management team can effectively use the theory of change to manage the project based on results.

1. Data collection methods

¹ UNIDO. (2018). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2018/08)

² 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)

³ For more information on Theory of Change, please see chapter 3.4 of UNIDO [Evaluation Manual](#)

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, technical reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
 - Notes from the meetings of committees involved in the project.
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussion. Key stakeholders to be interviewed include:
 - UNIDO Management and staff involved in the project; and
 - Representatives of donors, counterparts and stakeholders.
- (c) **Field visit** to project sites in South Africa.
 - On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.
 - Interviews with the relevant UNIDO Country Office(s) representative to the extent that he/she was involved in the project, and the project's management members and the various national [and sub-regional] authorities dealing with project activities as necessary.
- (d) **Online data collection** methods: will be used to the extent possible.

2. Evaluation key questions and criteria

The key evaluation questions are the following:

- 1) How well has the project performed? Has the project done the right things? Has the project done things right, with good value for money? How well has the project fit?
- 2) What are 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 are the achieved results to be sustained after the completion of the project?
- 3) 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?
- 4) What are the key risks (e.g. in terms of financial, socio-political, institutional and environmental risks) and how these risks may affect the continuation of results after the project ends?
- 5) What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?

The table below provides the key evaluation criteria to be assessed by the evaluation. The details questions to assess each evaluation criterion are in annex 2 of [UNIDO Evaluation Manual](#).

Table 7. Project evaluation criteria

#	Evaluation criteria	Mandatory rating
A	Progress to impact	Yes
B	Project design	Yes
1	• Overall design	Yes
2	• Logframe	Yes
C	Project performance	
1	• Relevance	Yes
2	• Effectiveness	Yes
3	• Coherence	Yes
4	• Efficiency	Yes
5	• Sustainability of benefits	Yes
D	Cross-cutting performance criteria	
1	• Gender mainstreaming	Yes
2	• M&E: ✓ M&E design ✓ M&E implementation	Yes 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 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 implementing 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***:

- a. **Need for follow-up:** e.g. in instances financial mismanagement, unintended negative impacts or risks.

- b. **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. At the terminal evaluation point, the project management team will add two more columns to Table 4 on co-financing to submit to the evaluation team: 1) Amount of co-financing materialized at mid-term review (MTR); and 2) Amount of co-financing materialized at terminal evaluation (TE). The evaluation team has the responsibility to validate and verify the co-financing amount materialized during the evaluation process.
- c. **Environmental and Social Safeguards⁴:** 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.
- d. **Updated Monitoring and Assessment tool of core-indicators:** The project management team will submit to the evaluation team the up-to-date core-indicators or tracking tool (for older projects) whereby all the information on the project results and benefits promised at approval and actually achieved at completion point must be presented. The evaluation team has the responsibility to validate and verify updated core-indicators during the evaluation process. This table MUST BE included in the terminal evaluation report, as per requirement by the GEF.
- e. **Knowledge Management Approach:** Information on the project's completed Knowledge Management Approach that was approved at CEO Endorsement/Approval.

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 table below.

Table 8. 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	

⁴ 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

Score		Definition	Category
		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).	

IV. Evaluation process

The evaluation will be conducted from April to June 2022. The evaluation will be implemented in five phases which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- 1) UNIDO Independent Evaluation Division (IED) identifies and selects the Evaluation Team members, in consultation with project manager
- 2) Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to address; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term review.
- 3) Desk review and data analysis;
- 4) Interviews, survey and literature review;
- 5) Country visits (whenever possible) and debriefing to key relevant stakeholders in the field;
- 6) Data analysis, report writing and debriefing to UNIDO staff at the Headquarters; and
- 7) Final report issuance and distribution with management response sheet, and publication of the final evaluation report in UNIDO website.

V. Evaluation team composition

For more information on the evaluation team composition, see [Evaluation Manual](#).

The evaluation team will be composed of at least two team members, one team leader and one team member, with a mixed skill set and experience including evaluation, energy efficiency, cleaner production, social and environmental safeguards and gender. The team will be contracted by UNIDO.

The tasks of each team member are specified in the job descriptions annexed to these terms of reference. The evaluation team 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 management team in South will support the evaluation team. The UNIDO GEF Coordinator and GEF Operational Focal Point (OFP) 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 and methodological 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.

VI. Time schedule

The evaluation is scheduled to take place from March to June. The evaluation field mission is tentatively planned for April 2022. The tentative timelines are provided in the table below.

The evaluation field mission will be conducted in line with the COVID regulations of the government, the UN in South Africa and UNIDO to ensure safety to the stakeholders and the evaluation team members. The draft TE report will be submitted 4 to 6 weeks after the end of the mission. After the mission, the evaluation team will debrief national stakeholders and UNIDO staff at the Headquarters of the preliminary findings of the terminal evaluation through online tools. The draft TE report is to be shared with the UNIDO Project Manager (PM), UNIDO Independent Evaluation Division, the UNIDO GEF Coordinator and GEF OFP and other stakeholders for comments. The ET leader is expected to revise the draft TE report based on the comments received, edit the language and submit the final version of the TE report in accordance with UNIDO ODG/EIO/EID standards.

Table 9. Tentative timelines

Timelines	Tasks
April 2022	Desk review and writing of inception report
April 2022	Online briefing with UNIDO project manager and the project team based in Vienna.
April/May 2022	Field visit in South Africa. The sites will be specified in the evaluation inception report.
May 2022	Data analysis and preparation of first draft evaluation report
June 2022	Internal peer review of the report by UNIDO's Independent Evaluation Division and other stakeholder comments to draft evaluation report Online debriefing to the stakeholders
30 June 2022	Final evaluation report

VII. Evaluation Deliverables

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 team member, a short inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type 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 evaluation team members; field mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable.

Evaluation report format and review procedures

The draft report will be delivered to UNIDO Independent Evaluation Division (with a suggested report outline) and circulated to UNIDO staff and key 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 will be sent to UNIDO's Independent Evaluation Division for collation and onward transmission to the 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 evaluation team 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, if possible, depending on the situation of the COVID pandemic in the country.

The evaluation report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, 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 by UNIDO Independent Evaluation Division.

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. 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: please see in the project document.

Annex 2: Terms of Reference of evaluation team

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)**

Title:	Senior evaluation consultant, team leader
Main Duty Station and Location:	Home-based
Start of Contract (EOD):	28 March 2022
End of Contract (COB):	30 June 2022
Number of Working Days:	35 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 evidence-based analysis and assessment on result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide credible, reliable and useful assessment that enables 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.

The international evaluation consultant/team leader will evaluate the project in accordance with the evaluation-related terms of reference (TOR). S/he will perform, inter alia, the following main tasks:

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). Define technical issues and questions to be addressed by the national evaluator prior to the field visit. Determine key data to collect in the field and adjust the key data collection instrument if needed. In coordination with the project manager, the project management team and the national 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 	4 days	Home-based

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<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 	2 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. 	1 day	Home-based
<p>4. Coordinate the data collection phase⁵.</p>	<ul style="list-style-type: none"> • Organise meetings with relevant project stakeholders, beneficiaries, the GEF Operational Focal Point (OFP), etc. for the collection of data and clarifications; • Strong coordination and 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, 	10	(specific project site to be identified at inception phase)

⁵ 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
	conclusions and recommendations to stakeholders in the country, including the GEF OFF, at the end of the mission.		
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. 	1 day	Through Skype/Zoom
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. 	15 days	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. 	2 day	Home-based

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 South Africa
- Knowledge of M&E, impact evaluation an asset
- Knowledge about multilateral/bilateral development cooperation and the UN, international development priorities and frameworks
- Familiarity with gender analysis tools and methodologies an asset
- 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.

REQUIRED COMPETENCIES

Core values:

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

Core competencies:

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	International Energy Efficiency expert – Team Member
Main Duty Station and Location:	Home-based and travel to South Africa when required
Start of Contract (EOD):	11/4/2022
End of Contract (COB):	30/6/2022
Number of Working Days:	30 working days spread over the above mentioned period

3. 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 evidence-based analysis and assessment on result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide credible, reliable and useful assessment that enables 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.

4. PROJECT CONTEXT

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

The international evaluation consultant/team leader will evaluate the project in accordance with the evaluation-related terms of reference (TOR). S/he will perform, inter alia, the following main tasks:

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected duration	Location
<p>Review project documentation; determine key data to collect in the field related to Energy Efficiency, Energy Management Systems and Energy Systems Optimization and adjust the key data collection instrument if needed;</p> <p>Contribute to the technical aspects related to Energy Efficiency in the Inception Report as requested by the evaluation team leader.</p> <p>Based on the documents related to the project, and the inception report, complete parts of the information gathering tools in the inception report prior to the field mission.</p>	Evaluation questions, questionnaires/interview guide covering Energy Efficiency, Energy Management Systems and Energy Systems Optimization and information gathering tools	4	Home-based
Briefing with the UNIDO Independent Evaluation Division, project managers and other key stakeholders at UNIDO HQ, together with the evaluation team leader.	Key technical issues to be addressed by the evaluation team	1	Home-based

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected duration	Location
Responsible for assessing technical aspects related to Energy Efficiency, Energy Management Systems and Energy Systems Optimization by the evaluation, under the overall collaboration with the Team Leader Coordinate and conduct the field mission with the team leader and member 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.	Contribute to the 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.	14	Nigeria (project site to be determined during inception phase)
Prepare inputs and analysis and write part of the Evaluation report according to Inception Report and as agreed with the Team Leader.	Draft analysis to the evaluation report prepared.	9	Home-based
Together with the Team Leader, present overall findings and recommendations to the stakeholders at UNIDO HQ.	After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed	1	Online
Contribute to the revision of 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.	Final evaluation report prepared.	1	Home-based
TOTAL		30	

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

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

Technical and Functional Experience:

- At least 10 years of progressive and proven professional development experience in the field of Energy Efficiency, Energy Management Systems and Energy Systems Optimization;
- A minimum of ten years practical experience in the field of development projects involving technical cooperation in developing countries; experience with UNIDO Energy Efficiency projects is a plus,
- Knowledge about GEF projects and programmes, operational programs and strategies an asset
- Working experience in developing countries, experience in South Africa and African countries is a plus

Languages: Fluency in written and spoken English is required;

Absence of conflict of interest:

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

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

REQUIRED COMPETENCIES

Core values:

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

Core competencies:

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.