



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of project

**Enhancement of regional trade capacities in food through harmonized
regional conformity assessment and food safety systems**

UNIDO ID: 120541

July 2019

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I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet¹²

Project title	Enhancement of regional trade capacities in food through harmonized regional conformity assessment and food safety systems
UNIDO ID	120541
Region	Arab Countries: Pan Arab Free Trade Area (PAFTA Agreement) within the League of Arab states (LAS)
Country(ies)	Algeria, Bahrain, Egypt, Iraq, Jordan, Libya, Lebanon, Kuwait, Qatar, Oman, Palestine, Morocco, Saudi Arabia, Sudan, Tunisia, United Arab Emirates, Yemen
Project donor(s)	Kingdom of Sweden/Sida
Project implementation start date	1 st January 2014
Expected duration	6 Years (Including 6 months inception phase)
Expected implementation end date	31 st December 2019
Implementing agency(ies)	UNIDO (United Nations Industrial Development Organization)
Government coordinating agency	Arab Industrial Development and Mining Organization (AIDMO) League of Arab States (LAS) Arab Organization for Agricultural Development (AOAD)
Executing Partners	UNIDO
UNIDO RBM code	HC 22 – Competitive trade and CSR
Donor funding	USD 7,526,857 (including 10% UNIDO project support costs)
UNIDO input (in kind, USD)	n.a.
Co-financing at CEO Endorsement, as applicable	n.a.
Total project cost (USD), excluding support costs	USD 6,842,597.2
Mid-term review date	September/October 2018
Planned terminal evaluation date	Q4 2019

(Source: Project document)

2. Project context

RATIONALE

The Arab region has one of the lowest levels of intra-regional trade despite preferential market access provided under the Pan Arab Free Trade Agreement (PAFTA). The potential exists, but is yet untapped, and analysis shows that by removing remaining obstacles to trade, there is potential to increase total trade of member states by 10% and to create at least 2 million jobs.

¹ Data to be validated by the Consultant

Fifty four percent (54%) of the Non-Tariff Measures (NTMs) in the regions are mainly related to technical barriers to trade (TBT) and sanitary and phytosanitary (SPS) measures, which has a negative impact on intra-regional trade especially in food and agricultural products.

Although several countries in the Arab region have taken steps to upgrade their Food Safety systems, the capacity and efficiency of many countries still need to be enhanced in order to assure an adequate surveillance of locally produced and imported food, as well as to demonstrate compliance with food standards in export markets. Therefore, regional cooperation and harmonization among member states of the League of Arab states (LAS) is critical for the successful execution of the PAFTA agreement.

In efforts to address and overcome this challenge, UNIDO is implementing the Arab Food Safety Initiative for Trade Facilitation, known as the SAFE Initiative, funded by the Swedish International Development Cooperation Agency (SIDA), with the key objective to facilitate regional trade in food/ agri-based products and improved integration through strengthening the regional coordination and harmonization mechanisms on conformity assessment and Food Safety systems following international best practices (TBT and SPS).

Overall, the broader objective of the project is to support the regional efforts, coordinated by AIDMO and AOAD, aiming at achieving regional integration, harmonization and effective coordination in food safety ensuring compliance with international trade rules and regulations (i.e. TBT and SPS agreements).

The development goal is to facilitate regional trade in food/agro-based products and improved integration through strengthening the regional coordination and harmonization mechanisms on conformity assessment and food safety systems following international best practices (i.e. TBT and SPS).

ORIGIN OF THE PROJECT

In 2010 and in response to a request from AIDMO and with the financial support from the Swedish International Development Cooperation (SIDA), UNIDO developed a technical support programme to support AIDMO in the implementation of the Regional Standardisation Strategy targeting the regional cooperation in Accreditation as the main focus. The project aimed at achieving regional integration, harmonization and effective coordination in the area of quality infrastructure, ensuring compliance with international trade rules and regulations. Following the successful implementation of before mentioned accreditation project, UNIDO received on 21st September 2012 a letter from the Director General of AIDMO, requesting UNIDO's support in the formulation of a regional food safety programme.

While the ongoing project was addressing the challenge the region was facing when it comes to the availability and recognition of accreditation services within the region, hence focusing on an important aspect of the region's compliance with the WTO's Technical Barriers to Trade (TBT) Agreement, the new programme was requested to be designed by aiming in a complementary manner at supporting the region in its endeavor to implement measures in regard to the WTO's Sanitary and Phytosanitary (SPS) agreement.

The financing agreement of the project was ultimately signed between UNIDO and Sida, and the first funds instalment received in December 2013, followed by an inception phase that started in January 2014.

INCEPTION PHASE

As stated in the signed project document, an inception phase of six months was concluded at the beginning of the project with the aim of fine-tuning the project implementation approach, verifying and adjusting the logical framework, designing a monitoring and evaluation system, establishing the steering committee and further assessing other project requirements.

During this phase intensive consultation were held with relevant stakeholders as to ensure their full and effective involvement from the very beginning. Consequently, the implementation approach was defined in details and it includes the key principles, tools and approaches to be followed during the project implementation. It was designed to guide the project team and partners to implement the different components based on an agreed approach and framework, and it was decided that the approach will be reviewed and evaluated on regular basis throughout the implementation of the project.

Furthermore, the inception phase resulted in the definition of the scope of work and terms of reference for the development of the M&E system, in the determination of joint implementation and governance arrangements with the ARAC Phase II project, as well as that the recruitment of the project team was initiated.

Following the identification of strategic partners already at the design stage - based on thorough consultations with the donor and the main counterpart, AIDMO - this first phase of the project was also used to have intensive discussions and consultations with the potential partners to identify the scope of cooperation under the different project outputs / intervention areas.

While the inception phase ended officially in July 2014, it was for strategic reasons associated to the election of a new Director General at AIDMO, and because of the ongoing discussions on the integration of a Phase II of the ARAC project, that the preliminary findings and outcomes of the inception phase were eventually discussed only in the first coordination meeting held between AIDMO, Sida and UNIDO on 30th September 2014. Based on the conclusions made in that meeting, UNIDO prepared a final version of the inception phase report which was eventually approved by Sida.

In general this first phase of the project re-confirmed the importance and relevance of this project for the economic development and integration of the region, as well as the high interest and commitment of all stakeholders to cooperate in its implementation.

PROJECT EXTENSION AND MID-TERM REVIEW

While the SAFE Programme started at the beginning of 2014 with an inception phase as planned, it was, however, not completed by the end of June 2018 as initially expected. Aiming at securing full political ownership by the three relevant regional bodies, namely by AOAD, AIDMO and LAS, considerable time had to be spent by the project management team on securing the full political buy-in, which was clearly defined as prerequisite for a successful implementation of the technical interventions of this project. Due to the resulting delayed start of the full implementation phase and to compensate for the time spent on securing required political support, UNIDO requested at the beginning of 2018 on behalf of the project's counterparts as a first step a 18 months no-cost extension³ of the project, which was eventually approved by Sida on 29th May 2018.

In the course of the negotiation of this extension, UNIDO and Sida also agreed to proceed with a mid-term review (MTR) of the programme with the main goal of generating recommendations for the project's further implementation until 31 December 2019. Moreover, the international evaluator was asked to assess the amount of additional funding required for the extension phase. The MTR thus combined a look at past implementation with an ex-ante assessment of a preliminary work plan. Beyond the scope of a typical MTR, UNIDO expected lessons learned and strategic recommendations in optimizing the approach on providing support in regional harmonization of conformity assessment and food safety systems. Rather than elaborating on individual activities, the MTR thus assessed whether the SAFE Programme in its entirety provided the right type of support to achieve its objectives in the right way.

³ A no-cost extension is to be understood as a continuation of implementation within the originally approved budget, while extensions obviously cause additional costs (e.g. for project management).

Overall, the outcomes of the MTR were very encouraging and this positive assessment was the basis for Sida's approval of additional funding of approximately US\$ 860,000 which was eventually granted in November 2018. The total budget of the project eventually amounts now to USD 7,526,857.

3. Project objective and expected outcomes

Objective

The broader objective of this proposed intervention is to support the regional efforts, coordinated by AIDMO and AOAD, aiming at achieving regional integration, harmonization and effective coordination in food safety ensuring compliance with international trade rules and regulations (TBT and SPS agreements)

The development goal is to facilitate regional trade in food and regional integration through strengthening the regional coordination and harmonisation mechanisms on conformity assessment and food safety systems following international best practices (TBT & SPS).

Expected Outcomes

OUTCOME 1:

AIDMO and AOAD technical and regional coordination capacities strengthened for the planning, implementation and management of a harmonized regional food safety system within the framework of the Regional Standardization Strategy

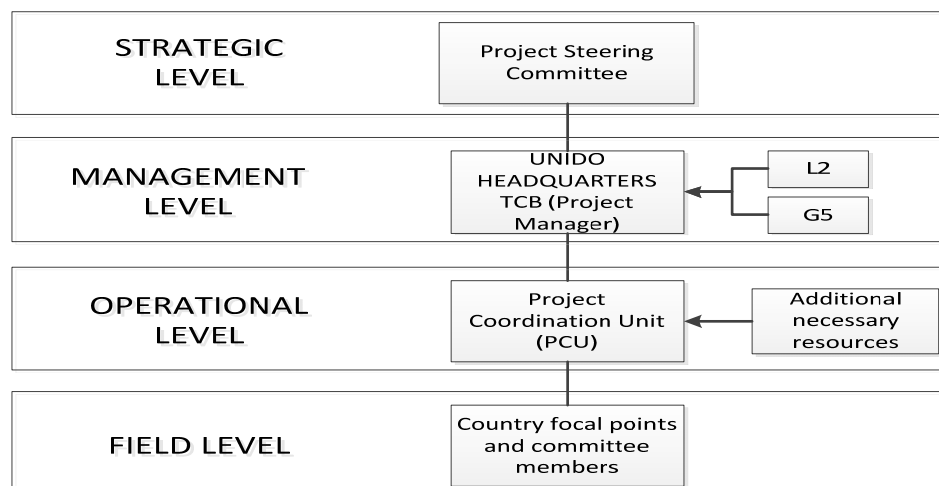
OUTCOME 2:

AIDMO member countries improve their national food safety systems following regionally harmonized policies and protocols and according to international best practices and agreements (SPS)

OUTCOME 3:

Programme management, monitoring, coordination and evaluation

4. Project implementation arrangements



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

Overall the MTR led to the following main conclusions:

- In terms of ongoing relevance**, the SAFE Programme fully meets the needs of beneficiaries, aligns well with the policies of the League of Arab States (LAS), particularly also to its recent decision to include an SPS Annex into the Pan Arab Free Trade Agreement (PAFTA). Including an SPS Annex into PAFTA is part of an ambitious aim to upgrade the PAFTA into a comprehensive trade agreement responding to WTO requirements and international good practices. Besides other advantages (exception from Most Favorite Nation clauses in favor of WTO member states outside PAFTA), a comprehensive PAFTA also enhances the value of the LAS as a potential partner for trade agreements. The selection of the food sector was based on an assessment of its regional trade potential conducted by the International Trade Center (ITC). While the SAFE Programme is primarily addressing food safety issues in the context of a conducive business and trade environment, food safety relates also strongly to public health and wellbeing, which both have a potential direct positive impact on poverty alleviation.
- Effectiveness**: UNIDO delivered most of its outputs as planned and in good quality. Based on a cross-validation of information obtained through interviews, desk study and personal observation, the MTR endorses UNIDO's implementation report as per end of 2017, including the update until July 2018. The country support programmes (except Egypt), the cancellation of the planned Master Course in Food Safety, the conflict sensitivity analysis, and the work on gender mainstreaming did not meet expectations. There is also room to enhance communication activities based on a clear strategy. Main outcomes observed so far are, firstly, a significantly improved awareness and technical knowledge on food safety issues. Secondly, with the ATF, the SAFE Programme established a functioning regional cooperation machinery in the field of food safety (SPS). Participating countries are leading the work, elect their chair, and coordinate working groups. As also confirmed through personal observation, UNIDO assumes mainly the role of an advisor and facilitator, although meetings and travel of some participants are still funded by the SAFE Programme. Provided that the ATF is institutionalized and remains functional beyond the end of the SAFE Programme, it will obviously greatly facilitate regional cooperation in the field of food safety, including within the framework of the envisaged SPS Annex to the PAFTA.

- **Efficiency of approach and implementation:** The SAFE Programme’s approach to foster regional trade cooperation is innovative for UNIDO and has the potential for replication. Key success factors were: the enrollment of all government stakeholders, industry representatives and consumers from the beginning, the combination of advocacy and capacity building at both national and regional level, and the piloting of a cooperation mechanism through jointly working in a formalized setting (committees). To the degree that an analysis was possible (see above), the SAFE Programme was generally efficiently implemented. UNIDO’s partners unanimously praised the strong commitment, responsiveness, and flexibility of the programme team. At the onset of the programme extension, Sida and UNIDO implemented several cost-saving measures, including moving from a costly rented project office to an office at UNIDO premises in Cairo. Moreover, the programme team was restructured. The current personnel resources and qualifications seems to be adequate to ensure the implementation of planned activities.
- **Sustainability of results:** The commitment of key stakeholder to maintain the ATF is high, which not only shows its value, but also the ownership of stakeholders involved. The fact that sustainability of the ATF is of great concern to everyone interviewed is a good sign. Several options for transforming the ATF into a permanent structure under the LAS are under discussion. The need for further technical and institutional strengthening beyond the SAFE Programme’s end is evident and requires additional donor support. Accompanying the institutionalization of the ATF and support fund mobilization is a priority for UNIDO.
- **Content and budget for further implementation:** Overall, activities foreseen in UNIDO’s action plan for the extension phase respond to beneficiaries’ priorities but expected outcomes of UNIDO’s support have yet to be clearly spelled out. Using the pace of financial implementation so far as an indication, UNIDO should be able to absorb the additional funding of US\$944,000 it applied for. To grant the necessary approvals for the extension phase, Sida and counterparts will need a detailed results framework linked to a budget.

The resulting recommendations were acknowledged by all partners and fully considered in the 2019 planning.

6. Budget information

Table 1. Financing plan summary - Outcome breakdown⁴

Project outcomes	Donor (\$)	Co-Financing (\$)	Total (\$)
Outcome 1	4,762,730.98 USD	0 USD	4,762,730.98 USD
Outcome 2	809,522.37 USD	0 USD	809,522.37 USD
Outcome 3	1,270,343.93	0 USD	1,270,343.93
Total (\$)	6,842,597.28 USD	0 USD	6,842,597.28 USD

Source: Annual progress report 2018

Table 2. UNIDO budget execution (Grant 2000002527)

Items of expenditure	2014	2015	2016	2017	2018	2019	Total expend.
Contractual Services	0	0	9,205.82	435,675.36	491,429.12	102,848.75	1,039,159.05
International Meetings	3,724.14	115,145.98	186,376.82	468,448.73	267,944.33	191,183.05	1,232,823.05
Local travel	18,586.87	61,767.20	128,850.24	301,701.61	92,673.75	47,164.78	650,744.45
Staff travel	5,121.84	14,613.63	30,797.72	27,682.56	20,859.72	21,712.47	120,787.94
Nat. Consult./Staff	10,350.85	80,105.99	129,328.17	150,809.95	219,716.59	192,097.22	782,408.77
Other Direct Costs	11,067.52	22,038.15	38,763.03	45,423.08	39,337.36	8,712.39	165,341.53
Staff & International Consultants	17,273.64	88,675.63	463,825.21	606,670.19	460,406.30	364,233.81	2,001,084.78
Train/Fellowship/Study	0	-22.38	0	411.52	34,846.34	73,545.46	108,780.94
Premises	0	42,210.00	22,438.34	22,948.78	7,051.72	0	94,648.84
Equipment	0	7,441.20	16,621.19	1,955.59	47,975.33	158,601.92	232,595.23
Grand Total	66,124.86	431,975.40	1,026,206.54	2,061,727.37	1,682,240.56	1,160,099.85	6,428,374.58

Source: UNIDO Project Management database as of 1st July 2019

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 January 2014 to the estimated completion date in December 2019.

The evaluation has two specific objectives:

⁴ Source: Project document.

- (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 Policy⁵ and the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle⁶. UNEG Norms and Standards for evaluation shall also be observed.

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

- (a) **Desk and literature review** of documents related to the project, including but not limited to:
 - The original project document, monitoring reports (such as progress and financial reports, mid-term review report, output reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
 - Notes from the meetings of committees involved in the project.
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussion. Key stakeholders to be interviewed include:
 - UNIDO Management and staff involved in the project; and
 - Representatives of donors, counterparts and stakeholders.
- (c) **Field visit** to project sites in October 2019.

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?

⁵ UNIDO. (2015). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/(M).98/Rev.1)

⁶ 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) What have been the project’s key results (outputs, outcomes 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 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 3. Project evaluation criteria

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

Performance of partners

The assessment of performance of partners will **include** the quality of implementation and execution of the 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 how well risks were identified and managed.

- Quality of Execution, e.g. the appropriate use of funds, procurement and contracting of goods and services.

3. Rating system

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Division uses a six-point rating system, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory).

Table 4. 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).	

IV. Evaluation process

The evaluation will be conducted from September to December 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 September to December 2019. The evaluation field mission is tentatively planned for 6th to 10th October 2019. At the end of the field mission, there will be a presentation of the preliminary findings for all stakeholders involved in this project. The tentative timelines are provided in Table 7 below.

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, 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 5. Tentative timelines

Timelines	Tasks
September 2019	Desk review and writing of inception report
End of September 2019	Briefing with UNIDO project manager and the project team based in Vienna through Skype
October 2019	Field visit to Amman, Jordan from 6 th to 10 th October 2019
End October 2019	Debriefing in Vienna Preparation of first draft evaluation report
November 2019	Internal peer review of the report by UNIDO’s Independent Evaluation Division and other stakeholder comments to draft evaluation report
December 2019	Final evaluation report

VI. Evaluation team composition

The evaluation team will be composed of two international evaluation consultants, one of those acting as team leader. 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.

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 Vienna and Cairo will support the evaluation team.

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

VII. Reporting

Inception report

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

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an

evaluation framework (“evaluation matrix”); division of work between the International Evaluation Consultant and national consultant; mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable⁷.

Evaluation report format and review procedures

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

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

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 circulate it within UNIDO together with a management response sheet.

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

Annex 1: Project Logical Framework as per the original project document

Intervention logic	Objectively verifiable indicators	Sources of verification	Assumptions
<p>Development goal/impact: To facilitate regional trade in food and regional integration through strengthening the regional coordination and harmonisation mechanisms on conformity assessment and food control systems following international best practices (TBT & SPS).</p> <p>Outcome 1: AIDMO and AOAD technical and regional coordination capacities strengthened for the planning, implementation and management of a harmonized regional food control system within the framework of the Regional Standardization Strategy</p>			
<p>Output 1.1 A joint AIDMO-AOAD regional coordination and cooperation platform (High level committee and working groups) established and operational for the harmonization of regional conformity assessment and food safety standards and protocols.</p>	<ul style="list-style-type: none"> • No. of committees and working groups established and operational • No. of resolutions, decisions and recommendations made by committees and working groups • Level of representation and participation of member countries • No. of officials trained and sensitized • No. of women taking part of the committees and working groups 	<ul style="list-style-type: none"> • Project progress reports • Minutes of meetings for the regional committees and working groups • Independent evaluation reports 	<ul style="list-style-type: none"> • The cooperation level of all countries in providing the accurate and up-to-date data and information • Commitments and willingness of the different countries to work closely and jointly. • Political stability in the region
<p>Output 1.2 A number of regional conformity assessment and food safety standards, protocols, schemes, training programs and guidelines prepared and endorsed at regional level.</p>	<ul style="list-style-type: none"> • No. of policies, protocols and schemes developed and endorsed • No. of meetings and workshops organised • No. of professionals trained and sensitized • Percentage of consensus between member countries 	<ul style="list-style-type: none"> • Project progress reports. • Committee reports • AIDMO annual reports to the member countries 	<ul style="list-style-type: none"> • Level of effective participation by member countries representatives • Political stability in the region • Ability to achieve consensus between member countries

<p>Output 1.3</p> <p>Effective and well-coordinated approach for the participation of the Arab States in the Codex food standards setting process is established and operational</p>	<ul style="list-style-type: none"> • No. of member countries effectively participates in Codex development work • No. of standards initiated and developed by Arab States, • No. of regional standards endorsed by the Codex as international standards • percentage of representation in the Codex committees • No. of professionals trained and sensitized • No. of regional committees / working groups established and operational 	<ul style="list-style-type: none"> • Codex Alimentarius reports • Project progress reports • Committee reports and minutes of meetings 	<ul style="list-style-type: none"> • Level of effective participation by member countries representatives • Political stability in the region • Effective UNIDO-FAO cooperation
<p>Outcome 2: AIDMO member countries improve their national food safety control systems following regionally harmonized policies and protocols and according to international best practices and agreements (SPS)</p>			
<p>Output 2.1</p> <p>4 AIDMO-AOAD member countries assisted in the implementation of the regional harmonized standards and protocols (Libya, Palestine, Egypt and Yemen)</p>	<ul style="list-style-type: none"> • No. of countries achieve progress against their food safety development plans • No. of nationals trained on the harmonised programs. • Percentage of progress in modernising the national food safety system per country. • No. of policies developed per country • No. of awareness seminars / campaigns organised • No, of policy makers sensitized per country 	<ul style="list-style-type: none"> • Project progress reports. • Country specific reports • Project monitoring and evaluation reports 	<ul style="list-style-type: none"> • Commitments and willingness of the target countries • The different levels of capacities within AIDMO members (capacity gaps). • Lack of capacity to implement a new national structures • The political stability in the target countries



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

Title:	International Evaluator, Team Leader
Main Duty Station and Location:	Home-based with field missions
Missions:	Missions to Vienna, Austria – Amman, Jordan – Cairo, Egypt and other countries to be decided at Inception stage
Start of Contract (EOD):	1 st September 2019
End of Contract (COB):	31 st December 2019
Number of Working Days:	34 working days spread over the above mentioned period

1. ORGANIZATIONAL CONTEXT

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

2. PROJECT CONTEXT

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

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<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 technical evaluator prior to the field visit.</p> <p>Determine key data to collect in the field and adjust the key data collection instrument if needed.</p> <p>In coordination with the project manager, the project management team and the national technical evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.</p>	<ul style="list-style-type: none"> Adjusted table of evaluation questions, depending on country specific context; Draft list of stakeholders to interview during the field missions. Identify issues and questions to be addressed by the technical evaluator 	4 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 fieldwork.</p> <p>Collaborate with the quality systems evaluator to prepare initial draft of results 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. Results analysis and identification of technical issues to be addressed by the evaluation 	3 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 quality systems evaluator. 	1 day	Through Skype
<p>Conduct field mission in 2019⁸ as outlined below:</p> <ul style="list-style-type: none"> Jordan, Amman from 5th to 11th October (including travel days) for conduct of interviews with key stakeholders -More countries might be selected at Inception stage 	<ul style="list-style-type: none"> Conduct meetings with relevant project stakeholders, beneficiaries for the collection of data and clarifications; Agreed structure and content of the evaluation report and distribution of writing tasks; 	12 days	Countries to be selected at Inception stage

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

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
	<ul style="list-style-type: none"> Evaluation presentation of the evaluation's preliminary findings, conclusions and recommendations to stakeholders in the country 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. 	2 days	Vienna, Austria
6. Prepare the evaluation report, with inputs from the National Consultant, according to the TOR; Incorporate the inputs of the quality systems evaluator in finalizing 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. 	8 days	Home-based
7. Official de-briefing with main regional stakeholders.	<ul style="list-style-type: none"> Presentation of draft evaluation report 	2 days	Cairo, Egypt
8. Revise the draft 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 days	Home-based
	TOTAL	34 days	

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

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

Managerial competencies (as applicable):

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

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

Advanced degree in food safety, food engineering, development studies or related areas.

Technical and functional experience:

- Minimum of 10 years' experience in evaluation of development projects and programmes
- Good working knowledge in food safety and engineering
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Working experience in developing countries

Languages:

Fluency in written and spoken English is required.

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

Absence of conflict of interest:

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



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

Title:	International quality systems evaluator
Main Duty Station and Location:	Home-based with field missions
Missions:	Missions to Vienna, Austria – Amman, Jordan – Cairo, Egypt and other countries might be decided at Inception stage
Start of Contract (EOD):	15 th September 2019
End of Contract (COB):	31 st December 2019
Number of Working Days:	34 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 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.

4. PROJECT CONTEXT

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

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
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 technical evaluator prior to the field visit.	<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. 	4 days	Home-based

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<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"> Identify issues and questions to be addressed in relation to integration of food safety systems in the region 		
<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>Collaborate with the Team Leader in finalizing the Inception Report, providing the required results analysis. Provide guidance to national consultants in preparation for the field mission.</p>	<ul style="list-style-type: none"> Draft theory of change and Evaluation framework to submit to the Evaluation Manager for clearance. Results analysis and identification of technical issues to be addressed by the evaluation. 	3 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 technical evaluator. 	1 day	Through Skype
<p>4. Conduct field mission in 2019 as outlined below:</p> <ul style="list-style-type: none"> Jordan, Amman from 5th to 11th October (including travel days) for conduct of interviews with key stakeholders More countries might be selected at Inception stage 	<ul style="list-style-type: none"> Conduct meetings with relevant project stakeholders, beneficiaries for the collection of data and clarifications; Structure and content of the evaluation report and the distribution of writing tasks; Stakeholder debriefing - presentation of the evaluation's preliminary findings, conclusions and recommendations to 	12 days	Countries to be selected at Inception stage

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
	stakeholders in the country 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. 	2 days	Vienna, Austria
6. Prepare the evaluation report, with inputs from the technical evaluator, according to the TOR; Prepare the technical assessment to be included in the draft evaluation report.	<ul style="list-style-type: none"> Draft evaluation report. 	8 days	Home-based
7. Official de-briefing with main regional stakeholders.	<ul style="list-style-type: none"> Presentation of draft evaluation report 	2 days	Cairo, Egypt
8. Revise the draft 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 days	Home-based
	TOTAL	34 days	

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
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Education:

Advanced degree in food safety, food engineering, development studies or related areas.

Technical and functional experience:

- Minimum of 10 years' experience in evaluation of development projects and programmes
- Good working knowledge in food safety and engineering
- 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.

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

Executive summary (maximum 5 pages)

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

1. Introduction

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

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

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

3. Project's quality and performance

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

4. Performance of Partners

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

5. Factors facilitating or limiting the achievement of results

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

6. Conclusions, recommendations and lessons learned

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

Annexes (to be put online separately later)

- Evaluation Terms of Reference

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

Annex 5: Checklist on evaluation report quality

Project Title:

UNIDO ID:

Evaluation team:

Quality review done by:

Date:

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

Rating system for quality of evaluation reports

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

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

A. Introduction

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

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

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

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

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

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

B. Gender responsive evaluation questions

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

B.1. Design

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

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

B.2. Implementation management

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

B.3. Results

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